



Supervisor/Manager Training Program (DOP-P18)

- I. **PURPOSE:** In order to ensure that public funds are expended judiciously and that public services are provided in an effective and efficient manner, it is imperative that the supervisors and managers of public employees and public programs are able to competently organize, direct, monitor, and evaluate the personnel and programs for which they are responsible. The purpose of this policy is to ensure that all supervisors and managers in all affiliated agencies possess the requisite knowledge, skills, and abilities to successfully execute the duties and responsibilities of their positions.
- II. **POLICY**
- A. It is the policy of the West Virginia Division of Personnel (DOP) that, in addition to meeting the minimum requirements of the positions into which they have been placed, all supervisors/managers in all affiliated agencies should successfully complete the *Supervisor/Manager Training Program* (Program) established by this policy. Terms not specifically defined herein shall have the respective meanings ascribed to them in the DOP *Pay Plan Policy* (DOP-P12) and the DOP *Administrative Rule* (W.Va. Code R. §143-1-1 *et seq.*).
1. This policy is applicable to all supervisors/managers, without regard to prior experience or reporting level in the organization.
 2. The Program consists of specialized training classes that are designed to prepare public sector supervisors/managers to function effectively in the workplace and serve competently as stewards of the public's trust.
 3. Failure to successfully complete the Program may result in the supervisor/manager's inability to efficiently and effectively meet the performance objectives for which he or she is accountable and exposing the supervisor/manager and/or the agency to risk of liability.
- B. Appointing authorities should ensure that supervisors/managers enroll in, attend, and complete all Components of the Program.
1. All current supervisors/managers should enroll in and complete all classes in Components (I, II, III, and IV) of the Program within the timeframes established in Section II.C of this policy.
 2. All newly appointed supervisors/managers should enroll in Component I classes of the Program within 15 working days of their appointment to a supervisory/managerial position and should enroll in and pursue completion of the appropriate training Components within the timeframes established in Section II.C of this policy. Newly appointed supervisors/managers are classified, classified-exempt, or exempt employees working in DOP-covered agencies who are placed into supervisory/managerial positions through an appointment, reclassification, reallocation, demotion, promotion, lateral class change or assignment of permanent supervisory/managerial duties.



3. Agencies have the discretion to require recompletion of any or all of the Program at any time regardless of the employee's prior completion status.
 4. Agencies may require additional training for supervisors/managers beyond that outlined in the Program. As such, supervisors and managers should consult their agency's human resources office for more information.
- C. The four major Components of the Program are:
1. Component I: Within 12 months of being appointed to a supervisor/manager position, all supervisors/managers should complete:
 - a. *Supervising for Success I: Critical Skills for New Supervisors*

Note: This training is only required for newly appointed supervisors/managers and supervisors/managers with one year or less of West Virginia State Government supervisory/management experience. Current supervisors/managers with one or more years of experience as public sector supervisors/managers may substitute *Supervising for Success II: Leadership Essentials* for this requirement.
 - b. *Preventing Harassment: A Shared Responsibility*

Note: This training is mandated for all supervisors/managers by the DOP's *Prohibited Workplace Harassment* policy (DOP-P6).
 - c. *The Drug-Free Workplace*

Note: This training is mandated for all supervisors/managers by the DOP's *Drug- and Alcohol-Free Workplace* policy (DOP-P2).
 - d. *Employee Performance Appraisal: The Foundation for Performance Management*

Note: Employee Performance Appraisals are mandated by the DOP's *Employee Performance Appraisal* policy (DOP-P17).
 2. Component II: Within 18 months of being appointed to a supervisor/manager position, all supervisors/managers should complete:
 - a. *Discipline and Documentation*
 - b. *Managing and the Law*
 - c. *Workplace Safety: Your Responsibility*

Note: This training is offered pursuant to the DOP's *Workplace Security* policy (DOP-P12).
 - d. *Attendance Management*
 3. Component III: Within 24 months of being appointed to a supervisor/manager position, all supervisors/managers should complete 12 contact hours from the following class options:
 - a. *Navigating Difficult Conversations*



- b. *Conflict Management*
 - c. *Leading Change in Turbulent Times*
 - d. *Coaching and Developing Employee Performance*
 - e. *Let Go and Stay Close: Skills and Techniques for Successful Delegation*
 - f. *Leading Teams That Thrive*
4. Component IV: Each calendar year, after completion of classes required for compliance in Components I, II, and III, all supervisors/managers should accrue a minimum of 12 contact hours of continuing education credit in the areas of supervision, management, and/or leadership.
- a. Supervisors/managers must first complete the classes required to be compliant with Components I, II, and III in order to begin receiving credit for contact hours accrued under Component IV of this policy.
 - b. Contact hours may be acquired through attendance and completion of DOP training events approved by the Organization and Human Resource Development section (OHRD) of the DOP (for more details, consult the OHRD section of the DOP website at www.personnel.wv.gov/ohrd/Pages/default.aspx) or through other training as approved by each agency's designated authority and with approval by OHRD. Examples of training events that may qualify as acceptable contact hours include performance management, change leadership, coaching employee performance, conflict management, interviewing skills, leadership, project management, team building, workplace ethics, and/or workforce planning.
 - c. In order for a supervisor/manager to receive DOP credit for non-DOP sponsored training, a request for substitution must be submitted to the DOP's OHRD section containing the information requested on the OHRD website (www.personnel.wv.gov/ohrd/learning/Pages/DOP-P18-Component-IV-Substitution-Credit.aspx).
- D. In order to ensure supervisors/managers consistently have knowledge of, access to, and credit for completion of the Program, both the agency and the employee have responsibilities regarding the logistical administration and tracking of Program completion internal to the agency.
- 1. Agency responsibilities include:
 - a. Systematically informing each supervisor/manager of the policy and its requirements upon being newly appointed to a supervisory/managerial position.
 - b. Ensuring that each supervisor/manager adheres to the purpose and intent of this policy and that their agency is in compliance with this policy. This includes:
 - 1) Developing and maintaining the agency's internal class completion records for its supervisors/managers;



- 2) Developing and maintaining processes and procedures to ensure enrollment is approved by the employee's supervisor/manager and class completion is reported to and/or tracked by the supervisor/manager's HR department; and,
 - 3) Working with the DOP to address employees who frequently cancel or fail to attend classes for which they are registered.
2. Employee responsibilities include:
 - a. Seeking and receiving approval from his or her supervisor/manager to attend training.
 - b. Attending and completing classes for which he or she has enrolled.
 - c. Informing his or her supervisor/manager and human resources office of successful class completion.
 - d. Notifying his or her supervisor/manager and/or human resources representative if cancellation is necessary.
 - e. Appropriately cancelling registration through the registration system if cancellation is known more than 24 hours in advance of the class.
 - f. Appropriately cancelling registration by contacting the OHRD section by phone or email, and, if possible, finding a substitute participant if cancellation is less than 24 hours in advance of the class.
 - g. Maintaining his or her individual training records.
 3. Frequent cancellations and/or repeated failure of an employee to attend classes after registration will be given consideration when the employee registers for classes with limited availability.
 4. The DOP will ensure training records are maintained and will issue official training reports upon electronic or written request for a period of no more than five (5) years after the completion of the training class.
- E. Agencies may utilize any or all aspects of the Program to support the development of non-supervisory staff (e.g., lead workers) for potential supervisory/managerial roles as part of an agency's succession planning efforts provided all aspects of an agency's succession planning adhere to merit principles and provide equal access for similarly situated employees.
1. Each agency must develop their own succession planning initiative including identifying a target population within their current workforce, marketing the initiative, and developing criteria to make fair and consistent determinations regarding eligibility.
 2. Agencies must work with the OHRD section in advance to develop a logistical plan for participants' attendance.
 3. Attendance by non-supervisory staff may be suspended or delayed by the OHRD section if it is found to negatively impact the ability of supervisors/managers across agencies to attend required trainings.



4. If promoted or reallocated to a supervisory/managerial position, participants of an agency succession planning initiative will not be required by the DOP to retake any classes of the Program already completed by the participant. However, upon promotion or reallocation to a supervisory/managerial position, these individuals will be required to complete all remaining classes of the Program in adherence with the timelines outlined in Section II.C of this policy.

III. REFERENCES

- A. West Virginia Code § 29-6-7(b) (6) and (14);
- B. DOP's *Administrative Rule* (W.Va. Code R. §143-1-1 *et seq*);
- C. DOP's *Drug- and Alcohol-Free Workplace* policy (DOP-P2);
- D. DOP's *Prohibited Workplace Harassment* policy (DOP-P6);
- E. DOP's *Pay Plan Policy* (DOP-P12);
- F. DOP's *Workplace Security* policy (DOP-P15); and
- G. DOP's *Employee Performance Appraisal* policy (DOP-P17).

IV. EFFECTIVE DATE: January 1, 1999.

V. REVISIONS

- A. Previous Revisions: April 15, 1999, June 1, 2005, September 1, 2005, January 17, 2008, November 19, 2013, and January 24, 2014.
- B. Latest Revision: September 1, 2019.

VI. POLICY NUMBER: DOP-P18.

Approved and issued by:

Sheryl R. Webb, Director of Personnel
Date signed: July 26, 2019