

# Employee Professional and Personal Development Learning Kit

## Cost-effective methods for training and development

Your training and development needs to be aligned with the organization and the County's values, goals and objectives. When selecting training and development methods, it is important to remember the learning process. There are many ways for learning opportunities to occur, including:

### 1 - On-the-job experience

#### Committees

- Committees are an every-day activity in any organization. They can be effective learning tools, with the right focus.
- Committees made up of staff from different areas of the organization will enhance learning by allowing members to see challenges from different perspectives.

#### Critical incident notes

- Day-to-day activities are always a source of learning opportunities; successes as well as fabulous flops.
- Select the best of these learning opportunities and write up critical incident notes for others to learn from. One idea may be how a customer complaint was handled effectively. Write a brief summary of the incident; identify what worked or what did not and, the resolution.
- Discuss the critical incident notes with the others and identify the areas for improvement and what will assist other employees who encounter similar situations.

#### Field Trips

- Provide you with an opportunity to visit the other sites.
- This helps you gain a better understanding of the full range of programs and customers each area serves.
- Field trips to other organizations serving a similar clientele or with similar positions can also provide a valuable learning experience.

- Prior to visits, you should develop a list of questions to ask/answer or a list of things for which you want to look for.
- Upon your return, you should schedule time to report out (formally or informally) with a presentation to your Manager, Supervisor, Department Leadership Team or other staff, identifying what you learned, how it can be applied to the organization. This will enhance your individual learning experience.
- Field trips allow you to see many business processes and decide the “best” practices to bring back to the department.

### **Stretch Assignments**

- Once you have mastered the requirements of your job and you are performing satisfactorily, you may want greater challenges. Consider working with your Manager and/or Supervisor on a stretch assignment. (MOU language will need to be considered to ensure you are NOT working “out of class”)
- Which duties you are assigned should be decided by you and your Manager/Supervisor. If it involves staff from another unit, division, or department approval from the appropriate Manager or Department Head is required.
- These assignments give you an opportunity to stretch your current abilities. For example, a stretch assignment could require you to chair a meeting if you have never done it before.
- To ensure a good learning experience your Manager/Supervisor will discuss techniques, approaches etc. before assignment and follow up after to discuss what went well and what could have been improved.
- Upon your return, you should schedule time to report out (formally or informally) with a presentation to your Manager, Supervisor, Department Leadership Team or other staff, identifying what you learned, how it can be applied to the organization. This will enhance your individual learning experience.

### **Job shadowing**

- If you want to learn what someone else does in our organization you can follow that person and observe him/her.
- Usually the person doing the shadowing does not help with the work that is being done.
- After you job shadow, you should schedule time to report out (formally or informally) with a presentation to your Manager, Supervisor, Department Leadership Team or other staff, identify what was learned, how your increased knowledge assisted you in your everyday work or benefits the organization.
- If this involves staff from another unit, division, or department approval from the appropriate Manager or Department Head is required.

### **Learning alerts**

- Newspaper articles, government announcements and reports can be used as learning alerts.
- Prepare a brief cover page which includes a short summary and one or two key questions for you and your Manager or Supervisor to discuss and consider. Then circulate the item to others in your team.
- Include the item on the agenda of your next staff meeting for a brief discussion with others.

### **Teaming**

- You and another employee agree to help each other learn different tasks. Both of you should have an area of expertise that the other can benefit from.
- Each of you take turns helping the other master the knowledge or skill you have to share.
- Guidelines and expectation will be developed with your manager on a case by case basis.

## **2 - Relationships and feedback**

### **Coaching (Informal)**

- Coaching is the relationship between you and an experienced manager.
- The role of the coach is to demonstrate skills and/or to give you guidance, feedback, and reassurance while you practice a new skill or your daily tasks.

### **Mentoring (formal)**

- Mentoring is similar to coaching. Mentoring occurs when a senior, experienced manager provides guidance and advice to you.
- You and your mentor have developed a working relationship based on shared interest and values.

## **3 - Classroom training**

### **Courses, seminars, workshops**

- These are formal training opportunities that can be offered to you either internally or externally. A trainer, facilitator and/or subject matter expert can be brought into our organization to provide the training session or you can be sent to one of these learning opportunities during work time.

- The Information Technology Division of General Services currently has “Nugget” training available to you, if you want to access online learning opportunities.
- If self-study hours are conducted during the work day and not associated with a billable project, you must receive prior authorization from your Manager/Supervisor
- Cost would need to be considered and approved by your Manager/Supervisor.

#### 4 - Off-the-job learning

##### **Conferences and forums**

- You can attend conferences that focus on topics of relevance to your position and the organization.
- Upon your return, you should schedule time to report out (formally or informally) with a presentation to your Manager, Supervisor, Department Leadership Team or other staff, as a way of enhancing your individual learning experience and as a way of enhancing the organization.
- Conferences and forums enhance leadership and team work skills.

##### **Networking**

- Some professional specialties have informal networks designed to meet the professional development need of the members. Members meet to discuss current issues and to share information and resources.
- Schedule adjustments will be considered on a case by case basis.

##### **Courses offered by colleges or universities**

- Many colleges and universities offer courses relevant to your position in the non-profit sector. You may attend these classes on your own time or within the guidelines of the MOU. Our organization may give you time off to attend.
- Tuition reimbursement may be available for successfully completed courses. You should discuss this with your Manager/Supervisor.

**Professional Associations**

- Professional associations, like networks, provide you an opportunity to stay current in your chosen field
- These may require initial and on-going training courses as well as certification and recertification. It should be determined if the association is required by your job description and duties. If not, cost would need to be considered and approved by your Manager/Supervisor.
- Professional trade groups and list serves.
- Schedule adjustments will be considered on a case by case basis.

**Self-study**

- Self-paced independent reading, e-learning courses and volunteer work all provide learning opportunities. You can engage in the learning activity by choice and at your own desired pace of learning.
- If self-study hours are conducted during the work day and not associated with a billable project, you must receive prior authorization from your Manager/Supervisor.

**Research and Development (R&D)**

- R&D is essential to business growth and innovation. R&D is encouraged in order for the organization to have a competitive advantage.
- R&D is expensive and should be carefully considered to ensure organizational benefits.
- R&D hours will be monitored closely.
- You should work with your Manager/Supervisor to dedicate a set amount of hours that you can dedicate to a project that is of interest to you. This project does not necessarily have to be directly related to your current position or assignments. It should however be something that will bring value to the department and organization.
- Project idea should be presented to your Manager/Supervisor for discussion and approval. At conclusion of the hours or project, you should present the idea, results, and the possible benefits to your Manager, Supervisor, Department Leadership Team or other staff.

## 5 - Yolo Training Academy –

<http://insideyolo.yolocounty.org/index.aspx?page=182>

Yolo County has its own training academy which offers a variety of training including training which is mandatory for each employee. To access the Yolo County Training Academy go to InsideYolo and you can access the following:

### Online Registration

- Register for Class
- Cancel Class
- Training History
- Print Certificate

### Talent Development Toolkit

- Training Opportunities:
- CAL-ICMA Coaching Program (**possible costs to consider**)
- Development Plans
- Mentoring Program

### Online Training Offerings

- Yolo Training Academy (link above)
- Safety Incentive Videos

### Mandatory Training for Employees

- Sexual Harassment Prevention
- HIPAA
- Ethics
- Disaster Service Orientation
- Injury and Illness Prevention Program

## 6 - Yolo Employees Succeed (YES) - COMING SOON!

In addition to Yolo Training Academy, Yolo County has a Talent Development Workgroup who has been chartered with many things including “Employee Engagement”. As more information becomes available regarding Employee Engagement and activities associated to this charter this section will be updated.