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	Title: <b>PERSONNEL TRAINING AND DEVELOPMENT</b>	Date Approved: February 15, 2001	

A. AUTHORIZATION/REFERENCE

PART 5, GENERAL POWERS AND DUTIES, OF THE NATURAL RESOURCES AND ENVIRONMENTAL PROTECTION ACT, ACT 451 OF 1994, BEING SECTIONS [324.501 TO 324.511](#) OF THE MICHIGAN COMPILED LAWS ANNOTATED  
DEPARTMENT OF NATURAL RESOURCES COMMISSION POLICY NO. [2207](#) AND DEPARTMENT OF NATURAL RESOURCES PROCEDURES NO. [2207.7](#)  
DEPARTMENT OF NATURAL RESOURCES PERSONNEL MANUAL – [CHAPTER 10](#) (PERFORMANCE APPRAISALS – SECTION 10.04 TRAINING ASSESSMENTS) - **go to page 258!!!**

B. POLICY

It shall be the policy of the Forest Management Division (FMD) to provide training and learning opportunities for all FMD employees to enhance and develop job related skills.

An annual FMD Training Plan will be developed by the FMD Training Officer, and be used to identify the training and learning needs of FMD employees, as well as ascertain that these opportunities are aligned with management goals and strategies.

C. EXPLANATION

Creating learning opportunities that encourage employees to develop both professionally and personally increases the value of human resources available to the Division and Department to carry out their missions. Appropriate training can help employees perform their job responsibilities to the best of their abilities.

Personnel training and development can help promote safe, optimum performance; increase productivity; prepare the individual for future assignments; and maintain a motivated and effective workforce that understands and applies the Department mission on the job.


The FMD Training Officer shall develop an annual Division training plan. All training plans are to be reviewed by the FMD Training Officer and are subject to approval by the FMD Management Team. Training and/or career development opportunities should be developed based on needs, as identified by the Division Chief and management staff, the FMD Training Officer, the FMD training team, the immediate supervisor, and by the individual employee as confirmed by the immediate supervisor.

The FMD Training Officer performs tasks to develop, coordinate and monitor opportunities and experiences that will insure the continuing growth and development of personnel within the Division. This includes review of current training, evaluation of training quality, proposals for new training, maintenance of training records, provision of technical support, development of classes, coordination of training efforts with other Divisions and Department agencies, and performance of other related training functions.

D. PROCEDURES

1. Components of the Annual Training Plan

- a. Overall Strategy Statement - This portion will describe the emphasis training will take for the year in providing learning opportunities to employees. Adherence to the Division mission will be evaluated here.

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- b. Training Needs - A comprehensive overview of training needs will be prepared and will include the following:
  - 1) Needs will be broadly identified by category. Categories shall include; Forestry, Fire, Recreation, Land Use, Technological, Forest Health, Law Enforcement, Safety, Legally required, Business process and Management. Other categories may be added as needed.
  - 2) Proposed Annual Training and Learning Opportunities will be reported on Form [R-7015e](#) (See Personnel Manual Procedure 10.4). These opportunities may include utilization of meetings/experiences to attain training needs and goals, in-service training, annual meetings, conferences, seminars, etc.
- c. Training Challenges and Opportunities: Needs related to training will be defined here. These may include trends, priorities, unusual expenditures and training projects.
- d. Training Budget: An annual allocation will be made for training. The FMD Training Officer will prepare projections of training related expenditures. The Training Officer, in conjunction with accounting staff, will prepare a budget report that details the amount estimated to be spent on categories of training.
- e. Proposed Training Calendar: The annual Calendar will reflect reports submitted on Form R-7015e. It will contain the classes/meetings that will be offered during each month of the Fiscal Year, as well as the length of time the session requires. The Calendar will be posted on the FMD Intranet site. The Calendar will be updated on the Intranet site as new opportunities are arranged and approved.

2. Development of Annual Division Training Plans

- a. Proposed Annual Training plans, for the upcoming fiscal year are reported using form R-7015e (Proposed Annual Training). The Field Coordinator, each Forest Supervisor, each Resource Protection Manager, and each Lansing Section Leader shall prepare a proposed annual training plan for their employees and submit it for review and approval through appropriate channels. The Division training plan then is compiled by the Training Officer, approved by the FMD Management Team, and reported to the Department for integration into the Department Training Plan. The approved Division Training Plan is distributed through the Division for implementation.
- b. The steps and timetable in the development of this plan are as follows:

Annually, the immediate supervisor, as part of the annual Performance Appraisal (See Personnel Manual Procedure 10.4), will review work performance and recommend training needed by employees in his/her unit. This should include:

- 1) An assessment of the training accomplished during the previous year.
- 2) A discussion between supervisor and employee of the employee's recognized strengths and work habits, and personal development that may be needed. The discussion should also include career goals of the employee and any training that might be needed to attain them, if mutually agreeable between supervisor and employee
- 3) Identification of specific work assignments and/or training needed for the upcoming year. This information may come from Performance Appraisal, observation, employee request or other sources. Form [R-7016e](#), the Individual Training Plan form, should be used to list training needed.

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- 4) Summarization of the unit's training needs (on Form R-7015e), forwarded to Unit Manager, Field Supervisor, Field Coordinator, Resource Protection Manager, or Section as appropriate for further development of the proposed training plan. A copy of the Individual Training Plan form for each employee should be included.


3. Training Plan Development Procedures

- a. Proposed Annual Training is reported on Form R7015e. It should include:

- 1) Type of training needed.
- 2) Course name or number.
- 3) Skills needed, or other identifying statements.
- 4) Estimated number of employees to be trained for each type of training. Include class, level, and location of employees.
- 5) Suggested administrative unit to provide training. Note if training is internal, Civil Service, Department, outside vendor, etc.

- b. Responsibilities for training Plan Development are as follows:


- 1) The FMD Training Officer will provide a list of potential training courses/opportunities to Unit Managers, Forest Supervisors, Resource Protection Manager, Section Leaders, and the Field Coordinator. This will be organized by category; and contain courses within a category that could be offered. This list will assist managers in assessing needed training for employees. Other materials may be provided by the FMD Training officer to assist managers, as they become available.
- 2) Each Unit Manager develops a proposed training plan summarizing the needs of the Unit personnel. Information used will include discussion with each employee to prioritize training needs, the list of potential courses provided by the FMD Training officer, and any additional information provided by the Management Team and/or the FMD Training Officer. The Unit Training Plan should be submitted to the Forest Supervisory by June 15<sup>th</sup>.
- 3) Each Forest Supervisor and each Resource Protection Manager develops a proposed training plan summarizing the needs of the geographic area for which they are responsible. (Form R-7015e). Information used includes reports from Unit Managers, Repair Shop Supervisors, etc; as well as recommendations for employees directly supervised by the Forest Supervisor or Resource Protection Manager. Training recommended to be done at the Forest Supervisor level should be noted in the plan. This should be submitted to the Field Coordinator by July 1<sup>st</sup>.
- 4) The Field Coordinator develops a proposed training plan summarizing the needs of the Forest Supervisors and the Resource Protection Managers (Form R-7015e), as well as recommendations for employees directly supervised by the Field Coordinator. Training recommended to be done at the Forest Supervisor, Resource Protection Manager, and Unit levels should be noted on the plan. This training summary should be submitted to the FMD Training officer by August 15<sup>th</sup>.

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- 5) Section Leaders develop a proposed training plan, for employees they supervise, summarizing training needs (Form R-7015e). This should be submitted to the FMD Training Officer by August 15th.
- 6) The FMD Training Officer will develop the Division Training plan based on the needs submitted by the Field Coordinator, the Resource Protection Manager, the Training Officer and Section Leaders; as well as needs identified by the FMD Management Team and/or the FMD Chief, and learning opportunities that address Division or Department priorities; and contingent on funding and time available for training purposes. The Division training plan, after approval by the FMD Management Team and Division Chief, will be sent back to the Division Training Officer by September 15th. The Training Officer will administer implementation of training plans and distribute the Division's Training Plan to the Field Coordinator and Section Leaders as soon as it is approved. Interim adjustments to the plan may be done as needed. The Management Team must approve changes in the Division Training Plan.
- 7) The FMD Training Officer shall share the training needs of the Division that have department wide utility, with the Department Training Team.

#### 4. Implementation of Division Training Plan

- a. Training Course Development: All training courses or programs developed for the Division, Division employees or people working on Division activities (keyman, other Department employees, etceteras), which are to become a part of the training record, must be submitted to the FMD Training Officer for review and be approved by the Chief before training takes place. Form [R-4002](#), Training Course Information, shall be used to report the proposed training.
- b. The Annual Training Plan should identify Division personnel assigned to serve as coordinator for specific training development (including putting on actual sessions). Assignment or changes in assignment to training activities will be done by the Training Officer, in conjunction with the appropriate supervisor.
- c. Training Nominations
  - 1) Supervisors approve or disapprove training requests in line with Department and Division guidelines.
  - 2) Supervisors should request enrollment of personnel for all DNR and Department of Civil Service course offerings through the FMD Division Training Officer.
  - 3) Training not sponsored by DNR or Department of Civil Service must be recorded and submitted to the Division's Training Officer using Form R-4002, Training Course Information. Use a separate form for each course (Excluding classes taken under Tuition Reimbursement Program). Form R-4003, Forest Management Division Nominations; is used to nominate people for these courses.
  - 4) The individual may receive partial tuition refund for courses approved by the DNR in accordance with Department Procedure [#6105.5](#) and contractual obligations.
- d. Course Completion and Evaluation

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- 1) Upon completion of a course, Form [R-4004](#), Course Completion, and an evaluation sheet or statement must be filled out by the employee and distributed as indicated on the form. Courses for which tuition reimbursement was claimed should also be reported on Form R-4004.
- 2) Individual training records are to be maintained at Division offices in a format provided by Division. This format may include utilizing the statewide HRMN system of tracking.

## TRAINING FORMS

### R-4002 Training Course Information

This form is used to describe any proposed training course or program sponsored by Forest Management Division or another agency. This form is vital for any training we develop; all training courses we develop must be reviewed by the Training Officer and approved by the Chief of the Forest Management Division.

Fill the form out as completely as possible (Course Required/Recommended isn't always known) and send to the Forest Management Training Officer located in the Lansing Division Office. This form must be completed and approved prior to training taking place.

### [R-4003](#) Training Nominations

This form is used to nominate employees for training classes. Complete as fully as possible (Course No. and Section No. may not be known). The supervisor must sign this form.

### [R-4004](#) Course Completion Record

This form is used to verify attendance and completion of a training course. It must be filled out and signed by employee, supervisor, and Training Officer, for any training attended. A course sign-in sheet (for Division sponsored courses only) may be used in lieu of this form.


Copies of R-4004 are to be sent to the employee's supervisor, the Forest Supervisor, the FMD Training Officer, and one copy is retained for the employee's records.

### [R-7015e](#) Proposed Annual Training 20\_\_

This form is used to compile proposed training needs of a Forest Supervisor, Section, Unit, or other specified Area. Individual Training Plans (R-4007) as well as other items are the basis of this plan. List the name of the course needed, preferred month and location for the course, and the classifications of the employees who need the training. For example, the number of Forest Technicians (FT), Secretaries (SEC), Maintenance Mechanics (MM), etc. List totals for each course and send to the Forest Management Division Training Officer.


### [R-4006](#) Annual Training Plan 20\_\_

This form is used to lay out a tentative training schedule for the coming fiscal year. This plan will be the guide for implementing training as well as for workforce planning. Interim adjustments may be made; all changes must have the Division Chief's approval. Funding and other variables may alter planned training.

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[R-7016e](#) Individual Training Plan

This form is used annually to identify any training needed by an individual employee. This can be used in conjunction with Performance Appraisal or separately. If the Performance Appraisal occurs with less than six months left in the fiscal year, extend the training period covered through the next fiscal year. For example, if Performance Appraisal occurs in June 2001, list estimated training needed up through October 2002.

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HISTORICAL NOTES:

1. (DATE UNKNOWN) ORIGINAL POLICY AND PROCEDURES NO. 142-1 THROUGH 142-13 ADOPTED.
2. APRIL, 1994 POLICY AND PROCEDURES NUMBER CHANGED TO NO. 142.
3. FEBRUARY 15, 2001, POLICY AND PROCEDURES NO. 142 REVISED TO REFLECT CURRENT STATUTES, POLICIES AND ORGANIZATIONAL STRUCTURE.