



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
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Agency Training Plan for Fiscal Year 2010

Agency Mission: “The Oregon National Guard will provide the citizens of the state of Oregon and the United States with a ready force of citizen soldiers and airmen, equipped and trained to respond to any contingency, natural or man-made. When we are needed, we are there.”

Agency Vision: The Oregon Military Department is responsible for coordinating and facilitating emergency planning, preparedness, response and recovery activities with state, county and local emergency service agencies and organizations.

Adjutant General Personnel Mission: We provide Human Resource services to agency managers, supervisors, employees, and the public. We review HR actions initiated by managers and supervisors to assure compliance with state and federal employment laws, rules, policies and collective bargaining agreements. We determine or recommend action, and assist in resolving employee/management disputes. The State workforce of the Oregon Military Department provides the means to house units, create and maintain training areas and ranges, refurbish equipment, provide emergency response for the public, and provide support to Civil Authorities in their response to natural and man-made disaster, attack, or civil unrest.

Executive Summary: The Adjutant General Personnel Department’s key objective is to develop, deliver, and coordinate essential HR and management skills training for State employees. While technical skills and the ability to successfully accomplish one’s daily tasks on the job are essential, learning HR transferable skills and management techniques extends the concept of personal development (and thereby organizational development) to beliefs, values, wisdom, compassion, emotional maturity, ethics, integrity – and most importantly, to help others to aspire, to achieve, and to fulfill their own individual potential.

Many division objectives were achieved in fiscal year 2009 towards professional and personal development of State employees. They were:

- The implementation of a State of Oregon Learning Management System (iLearnOregon) to agency divisions, managers, and supervisors that includes tracking and performance management capabilities. This software also has Performance Appraisal and Individual Development Planning available with it.
- Training classes were held to educate end-users about both the system-wide application, as well as specific end-user’s functions.
- On-line computer-based trainings have become more relevant and are becoming great training opportunities. With the assistance of Department of Administration Training and Development, training courses are available as e-Learning courses for all employees.

With a continued focus on our key objective, the State Personnel Department's fiscal year 2010 division objectives will remain consistent with enabling learning and personal development along with conventional skills training to address essential work-related techniques, safety and knowledge.

Fiscal Year 2010 Division Objectives Overview:

1. Continue to promote Performance Management to division managers and supervisors with essential supervisor development classes for leaders.
2. Provide managers and supervisors training on essential employee relations and soft skill concepts by offering several individual subject-matter classes.
3. Provide learning opportunities for safety, personal growth and development to all employees.
4. Support iLearnOregon technical resources by providing end-user training for course data entry and developing performance management procedures.
5. In conjunction with iLearnOregon, develop and implement computer-based training programs to increase current course offerings on the Learning Management system.
6. Develop a core Training Coordination Team to document and streamline current training processes and best practices.

Fiscal Year 2010 Division Objectives Detail:

Objective 1 – Essential Supervisor Classes for executives, managers, and supervisors:

- Employee Performance

This course helps leaders drive performance and accountability by helping people understand what is expected of them and gaining their commitment to achieving it. When leaders conduct effective expectations discussions, people feel more motivated to perform well because they see how their efforts make a difference.

- Counseling

This course builds leaders' skills in handling chronic performance or work habit problems or serious misconduct. They learn how to document the problem, explain what the employee must do to address it, and discuss or impose formal consequences while adhering to their organization's policies and procedures concerning disciplinary actions.

- Performance Reviews

This course helps leaders drive performance and accountability by replacing the "dread" of performance reviews with the "human touch" that builds trusting relationships with the people who report to them. Leaders learn to conduct effective discussions that recognize people's success and plan for their future development.

- Individual Development Plans

This course provides leaders with a practical process and the skills necessary to develop talent. It focuses on the leader's role before, during, and after the development plan.

Objective 2 – Individual employee relations and soft-skill classes for managers and supervisors:

- Diversity and EEO

This course covers Affirmative Action, Equal Employment Opportunity, American with Disabilities Act, and Sexual Harassment. Participants will learn how to monitor the progress their agency is making towards its affirmative action goals throughout the plan year.

- Family Medical Leave course participants learn about the Family/Medical Leave Policy and how it affects employees of the State of Oregon.
- Oregon Military Department's general personnel policies. At the conclusion of this training supervisors and managers will have a greater understanding of how our policies affect their daily operations.
- Progressive Discipline course teaches proper procedures to follow when considering discipline. At the conclusion of this training, participants will be more capable and comfortable with this critical management skill. Participants will learn how to turn employee problems into opportunities for improved motivation.
- Recruitment and Selection participants learn:
 - How to screen applicants
 - What constitutes an illegal question
 - How to develop and conduct fair and effective interviews
 - How to conduct effective reference checks
- Workplace Harassment Prevention (includes Sexual Harassment) Participants learn the responsibilities of employees, supervisors, managers, and human resource managers to help maintain an environment free of harassment.

Objective 3 – Learning Opportunities for All Employees:

- Teamwork

In this course, participants learn what teamwork is, what contributes to teamwork, and the benefits of teamwork.

- Customer Service

This course provides customer service techniques and communication skills for all state employees when dealing with customers. Subject matter will include: the importance of good customer service, making customer service memorable, service delivery, communication skills, dealing with angry customers, etc.

- Miscellaneous Initiatives

The Agency Personnel department will continue to work at offering and instructing various training programs for state personnel. Examples of training include: Diversity, drug-free workplace, preparing for an emergency, etc.

- Payroll and benefits

Participants learn:

- The various options and benefits available through the Public Employees' Retirement Fund;
- Benefits obtainable through PEBB;

- Different options available to state employees for both life and health insurance;
- Key elements in coding and submitting timecards;
- Short Term/Long Term Disability and Workers Compensation for the State employee's.
- Workplace Harassment Prevention (includes Sexual Harassment) Participants learn the responsibilities of employees, supervisors, managers, and human resource managers to help maintain an environment free of harassment.

Objective 4 – iLearnOregon Training

iLearnOregon training will continue to be offered on two settings. One setting will be Training Administration explaining the system function in detail. The second setting will be classes offered to new end-users.

- Enterprise Learning (Training Administration)

Participants will be able to:

- Set up training sessions
- Enroll attendees in sessions
- Print class sign-in sheets
- Track materials, facility, and instructor information

Objective 5 – Develop Process for Implementing e-Learning Courses:

e-Learning delivers more training to more people for the fewest dollars. e-Learning saves time, money, and resources while allowing instant access to information. Instant access to information is one of the driving factors for success in today's economy and is accomplished by quickly moving knowledge from the people who have it to the people who need it.

Key benefits of expanding e-Learning course offerings include:

- Cost effectiveness: Without travel time or expenses, more training dollars can be invested back into training with savings up to 60 percent. This provides the learner an opportunity to take as many courses as many times as they want.
- Just-In-Time Training: Knowledge can be delivered on demand. Learners can access training 24 hours a day, 7 days a week from work, home, or on the road. Training is available when and where it is wanted or needed.
- Flexibility: Not only can on-line training be taken anytime or anyplace, training is self-paced so the learner can go as fast or as slow as they need in order to thoroughly understand the training.
- Customization: e-Learning courses can be tailored to the wants and needs of specific departments and agencies within the organization.

Objective 6 – Document and Streamline Current Training Processes and Best Practices

A training coordination team will evaluate current training practices while identifying areas of improvement to achieve maximum value in training performance. In addition, this can be used as a catalyst to assist in creating innovative, forward-looking initiatives to keep training processes progressive and relevant.