

CCS Administrative Procedure

2.00.01-B Human Resources Training and Development

Implementing Board Policy [2.00.01](#)

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1.0 Training and Development Objective (summary of Board of Trustees Policy 2.00.01)

Community Colleges of Spokane is committed to the pursuit of excellence, the organizational ability to plan for and adapt successfully to continuous change, and to develop and promote programs and services that are acknowledged as exemplary. CCS supports a work environment where globally competent, highly qualified faculty and staff are purposefully recruited and retained at all levels, and where on-going professional development is an institutional priority.

- 1.1 To achieve these objectives, CCS commits to the identification, development and implementation of training and development opportunities for the professional growth of its faculty and staff. The goals of this training and development program are to:
 - 1.1.1 Maintain and improve performance and productivity of faculty and staff, comply with mandated training requirements and ensure the organization possesses the cumulative skills and knowledge necessary to excel now and into the future.
 - 1.1.2 Ensure faculty and staff have the district, college and work unit orientation and development opportunities necessary to succeed.
 - 1.1.3 Assist employees in gaining the skills and knowledge that will facilitate their professional goals.
- 1.2 This training and development procedure establishes both the rules which support employees in developing occupational/professional skills and assigns responsibility for administration of this procedure.

2.0 Responsibilities

- 2.1 Community Colleges of Spokane is responsible for providing services and programs which meet the needs of the communities we serve. This responsibility is met in part through the selection and development of highly qualified and globally competent faculty and staff. CCS is responsible for developing a training and development plan which meets the needs of the organization and complies with the requirements of accreditation, Washington Administrative Code (WAC) 357-34, and any related mandate(s). The plan shall include the components of employee orientation, required job-related training and professional growth.
- 2.2 The Chief Administration Officer is responsible for the initial and on-going assessment of organizational and employee training and development needs, and for the development and implementation of training and development programs that meet those identified needs. This will include responsibility for:
 - 2.2.1 developing and administering a budget for the training and development plan,
 - 2.2.2 maintaining adequate records of all activities,
 - 2.2.3 building employment category specific training plans and coordinating those plans with college/unit development activities, and
 - 2.2.4 assessing and evaluating the overall effectiveness of training and development activities district wide.
- 2.3 Each appointing authority is responsible for supporting this training and development plan, and further, for developing and implementing the educational and service-related training and development elements that are specific to that organizational unit's needs.

- 2.4 It is the responsibility of each manager and supervisor to ensure that assigned faculty and staff are given the appropriate training and development assignments necessary to provide the optimum circumstances for success. Further, each manager and supervisor shall evaluate the performance of assigned faculty and staff as required by the applicable rule or collective bargaining agreement, providing feedback and input into performance and development.
- 2.5 It is the responsibility of the employee to meet and strive to exceed the standards established for work accomplishment and conduct, to improve work effectiveness, and to perform at the highest competency levels possible throughout his/her employment.
- 2.6 Employees may be required to attend job-related training that meets an identified organizational need or is required by state or federal law. Required attendance during and/or outside of working hours shall be considered time worked and compensated in accordance with relevant regulations.

3.0 Plan Elements

Training and development components will be developed and implemented based upon periodic assessment of organization and/or employee training and development needs.

- 3.1 Assessment will utilize information gathered from, but not limited to, the following:
 - 3.1.1 on-going review of performance appraisal system results,
 - 3.1.2 risk management issues and federal/state mandates,
 - 3.1.3 emerging trends,
 - 3.1.4 implementation of new programs, technologies or regulations, or
 - 3.1.5 opinion survey of employees and supervisors.
- 3.2 The quality of plan elements and offerings, as well as the overall effectiveness of the plan itself will be the subject of on-going evaluation.

4.0 Eligibility

All faculty and staff who can benefit from a training program's content are eligible to enroll and participate in that program, subject to any limitations placed upon participation by either the institution or by that employee's supervisor. Enrollment requires prior supervisory approval and/or the employee may attend on non-working time where attendance is voluntary and the subject matter is not job-related (i.e. doesn't directly aid the employee in handling his/her present job better).

5.0 Educational Leave

Educational leave is available to all represented employees under the terms and conditions of that employee's relevant collective bargaining agreement. Non-represented, exempt and administrative staff may apply for educational leave under administrative procedure 2.40.01-B General Leave Administration.

6.0 Employee Tuition Waiver Program

See administrative procedure, 5.05.05-C CCS Employee Tuition Waiver.

7.0 Mandated Training

CCS reserves the right to periodically identify and require attendance at training programs determined by the appointing authority to be critical to the on-going effectiveness of the organization or in compliance with federal or state mandates. Attendance at such training programs will be considered work time for compensation purposes and employees will be released from other responsibilities in order to attend. These required trainings may be employment category specific and attendance required respectively. Attendance will be considered a condition of employment and failure to attend may be cause for disciplinary action, up to and including termination, non-renewal and/or removal from the current position consistent with applicable rules, collective bargaining agreements or procedure.

8.0 Management/Supervisory Certification Program

- 8.1 All CCS managers or supervisors must complete a certification program designed to ensure competency in the skills and knowledge necessary to effectively carry out the responsibilities of that position. New managers/supervisors must be enrolled in the certification program within six months of appointment, unless later enrollment is specifically granted by the Chief Administration Officer.
- 8.2 Manager/Supervisor positions are those identified by the Chief Administration Officer, but in general are those positions with supervisory responsibility for faculty and/or staff.
- 8.3 The certification program has the following elements:
 - 8.3.1 Initial certification/re-certification must be obtained within three years of appointment and recertified once every five (5) years thereafter.
 - 8.3.2 A minimum of twenty-four (24) hours of instruction on topics required under WAC 357-34 or as identified by CCS.
 - 8.3.3 Recertification can be alternately obtained by accumulation of an acceptable number of on-going training/development units, as approved by the Chief Administration Officer, and waiver by the appointing authority acknowledging competency in the topics covered in the certification program.
- 8.4 Certification program elements will include, at a minimum, the following:
 - 8.4.1 Role and legal responsibilities of a supervisor
 - 8.4.2 Performance management, including employee performance evaluation, development, counseling/coaching and discipline
 - 8.4.3 Employee motivation, recognition and rewards
 - 8.4.4 Recruitment and selection
 - 8.4.5 . Labor and employee relations

Additional topics may be added by the Chief Administration Officer determined upon the importance of the topic to the overall effectiveness of the Community Colleges of Spokane.
- 8.5 Certification is a condition of employment as a manager/supervisor and failure to obtain or maintain certification as outlined above will be cause for termination, non-renewal and/or removal from the management/supervisory position consistent with applicable rule or procedure.

9.0 Career Development Assignments

- 9.1 A supervisor and employee may mutually agree to assignment of responsibilities or duties as a career development training assignment. Such assignments are made without incurring reallocation or compensation obligations, in return for the opportunity to develop new skills and competencies.
- 9.2 A career development assignment will require performance of responsibilities that are outside the current job description and are assigned on a temporary, time-limited basis. These assignments might include inter-unit rotational and/or special project assignments.
- 9.3 Mutual agreement must be reached in writing, executed in advance by the employee and supervisor and using the appropriate form. The completed form must be submitted to the employee's official personnel file in the Human Resources Office.

10.0 Higher Education Diversity, Equity, Inclusion and Antiracism (DEI) training and assessment program

- 10.1 In compliance with RCW 28B.10, CCS will provide a professional development program focused on DEI. The purpose of the program is the elimination of structural racism by giving faculty/staff the tools needed to address DEI in the learning and working environment.
 - 10.1.1 Every employee, full time and part time, will participate in this program as a condition of employment.
 - 10.1.2 CCS will track and periodically report on participation specific to the state-mandated goal that at least 40% of employees have completed DEI training requirements in the previous year.
 - 10.1.3 Training evaluation of DEI trainings will be separately recorded, evaluated and reported.
 - 10.1.4 CCS will complete a campus climate assessment once every five years focused on DEI in the learning and working environment to include evaluation of attitudes and awareness of DEI issues, prevalence of discrimination and harassment and knowledge level of policies and procedures.

11.0 Related Information

- 11.1 Administrative Procedure [2.40.01-B General Leave Administration](#)
- 11.2 Administrative Procedure [5.05.05-C CCS Employee Tuition Waiver](#)
- 11.3 [WAC 357-34](#) Employee training and development

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