

Chapter 9 – EMPLOYEE TRAINING & CAREER PLAN

SECTION 1. POLICY

To assure efficiency, productiveness and favorable morale in the Jicarilla Apache Nation Government, the Nation encourages the continued improvement and advancement of employee skills, efficiency, performance, productivity and professionalism. To accomplish this, the Nation establishes general procedures and parameters in this manual with regard to employee training and development. Specific procedures and requirements are contained in various documents and training tools developed for that purpose.

Employee training and development as explained in this Chapter which applies only to Classified and Court Employees and is a central focus in the employee performance process. An employee in a probationary status may not receive off reservation training. Each request for employee training and development will be considered on an individual basis, and no decision will establish a precedent.

Career training may be on an individual or group basis. Group training will be conducted whenever it is determined to be the most cost effective or when the training subject requires common application among several Departments. Whenever feasible group training will be held in Dulce, NM or within the State in that order. Group training and scheduling will be coordinated between Human Resource Office and operating Departments and offices. If an employee who has received training in excess of \$1500 annually with the Nation terminates employment, the employee receiving training will be required to pay back a prorated cost of the training.

SECTION 2. ADMINISTRATION OF PROGRAM

The Jicarilla Apache Nation Human Resource Office is responsible for designing and coordinating employee training and development for employees of the Nation. Specific responsibilities are defined below.

- Establishes policies, procedures and criteria for career training programs.
- Summarizes information on training needs developed during the performance evaluation process.
- Maintains training information in individual employees' personnel records.
- Analyzes whether training programs meet identified employee training needs.
- Maintaining close liaison with Executive Leadership and Court Administrator and the Jicarilla Apache Department of Education concerning career education and training.
- Provides career development counseling and guidance to employees.

SECTION 3. PROGRAM GOAL

Employee training and development involves providing employees with job-related knowledge and skills that will enable them to perform work or tasks more effectively. Knowledge and skill areas in which performance is generally regarded as weak or deficient shall be considered a "need area" for training. Several sources which may be used in determining need areas include: job descriptions, which indicate the degree to which applicants or new employees were able to be qualified for their job; new employees, who need training to adequately perform basic job responsibilities; and employee feedback, individual stating training needs.

The goals of the career training is (1) to improve the employability of individuals, (2) to enhance the employee's ability to perform work, and (3) to provide job-related knowledge and skills to help employees improve their effectiveness and prepare for advancement.

SECTION 4. EMPLOYEE CAREER PLAN

Each employee will have a career and training plan for each budget year that shall also be part of the employee's annual performance evaluation. This plan, filed in the employee's official personnel file and with the employee's supervisor, will include a general statement of the employee's career goals and advancement aspirations. The training plan will be the basis upon which employee training is approved, except when training is mandated. When the plan has not changed from the previous budget year, the supervisor, with a concurring signature from the employee, may submit a memorandum indicating no change. The criteria to be used in approving career training will include the following:

- Career training is related to the employee's current position.
- Career training will increase on-the-job skills.
- Career training will increase the employee's career advancement.
- The employee has demonstrated high motivation for self-improvement.
- The employee has demonstrated superior work performance.
- The employee has shown motivation and suitability for further advancement.
- Professional and skills development.

SECTION 5. IDENTIFYING TRAINING NEEDS AND GUIDES

To assure effectiveness of the career education and training program it is important to identify specific training areas for each employee. Utilizing defined employee needs or the stated career objectives of employees, the level or degree of training for each employee shall be determined using the following steps as a guide:

Basic Knowledge. Training experiences designed to help new employees qualify for certain positions.

Job Exposure Training. Training provided for new or current employees, normally during probation period, who need further training relating above the basic skills required by a position.

Refresher Training. Because of changes in management, procedures, new technology, or changes in job descriptions, this type of training is designed to help employees keep abreast of new development and changes in positions or job requirements.

The first step in applying for and receiving employee training requires the identification of an employee's training needs. The discussions, understandings and agreements reached and recorded in an employee's performance evaluation may serve as central source in determining training needs. In addition, a supervisor, Executive Leadership or Administrative Director may request training for an employee or a group of employees, and an employee may request training, in both instances need must be established.