

# GIPSA'S TRAINING PROGRAM

## Policy

The success of the Grain Inspection, Packers and Stockyards Administration (GIPSA) relies on a high performing workforce operating in a learning environment that drives continuous improvement in performance. GIPSA's training program provides the framework to train and develop GIPSA employees and create a learning environment available to all according to need, without regard to non-merit reasons including race, color, religion, age, sexual orientation, disability, or national origin.

## Objectives

- Develop the knowledge and skills of individuals and teams to achieve the Agency's strategic mission and goals.
- Prepare employees for changes in technology, policies, and the work environment.
- Develop future leaders for supervisory, managerial, and executive positions.
- Create a learning environment where employees embrace self-development and lifelong learning.

## Definition of Terms

- **TRAINING** - the development of knowledge, skills, and abilities needed to perform one's job, duties, and tasks. It is preparing someone to do or improve their ability to do something on their job that contributes to mission accomplishment.
- **EMPLOYEE DEVELOPMENT** - learning and improving broad skills and knowledge for general growth of the individual and the organization. It is the process of encouraging employee self-development and learning: the expansion of human potential. It is future-focused.
- **SUPERVISORY AND MANAGEMENT DEVELOPMENT** - improving the competencies of GIPSA's current and potential leaders.
- **ORGANIZATION DEVELOPMENT** - changing and improving the management and operation of the organization to increase its effectiveness, enhance productivity, improve the quality of work life, and raise the level of employee job satisfaction.

## Responsibilities

- **Administrator** -- establish the Agency's training policy.
- **Supervisors** -- accept primary responsibility for the development of their employees through daily job assignments, coaching, mentoring, identification, and support for formal training, and constructive feedback on performance through the effective use of the performance appraisal process.

- **Employees** -- accept responsibility for self-development and for successfully completing and applying authorized training.
- **Training Staff** --support, accelerate, and direct learning with the tools appropriate to the identified need, the learner, and the context; coordinate the overall execution of the GIPSA training policy and program through the individual program and support staffs of the agency. Specifically, the staff:
  - ✓ Develops, in cooperation with program managers, the Agency's training program, including long term strategies.
  - ✓ Coordinates the scheduling and delivery of all Agency training.
  - ✓ Establishes an Annual Agency Training Plan based on needs assessments conducted in coordination with program and support staff managers.
  - ✓ Secures funding through annual allocations to support the annual training plan.
  - ✓ Directs all mandated training throughout GIPSA, e.g., civil rights, ethics, computer security awareness, Constitution, etc.
  - ✓ Manages the Agency's succession development programs for future leaders – supervisors, managers, and executives.
  - ✓ Coordinates the GIPSA Human Capital initiative and reports, as necessary, to the Department.
  - ✓ Provides professional educational/curriculum advice and counsel to professional/technical trainers and coordinates their efforts with GIPSA's programs.
  - ✓ Guides content and design development of on-line training.
  - ✓ Provides administrative support and coordination for GIPSA training and development activities, i.e., maintain systems for retention of training information; process SF-182s (procure classes, pay bills, recordkeeping); arranges lodging and conference rooms; and informs participants of logistics and travel issues related to training.
  - ✓ Provides consultation services and solutions to employees for individual development plans and career development, as requested.
  - ✓ Manages training activities for support staffs.

#### **Assessment Tools**

- ✓ Administer and analyze the biennial 360-degree assessment for supervisors, managers, and executives.
- ✓ Assist with performance gap analysis between current and desired performance.

#### **Annual Training Plan**

Improvement in both employee and organizational performance requires planning for and coordination of training. The Training Staff provides overall coordination, development, and evaluation for employee development and

training programs, both technical and non-technical, to ensure that all training meets mission accomplishment goals and is both effective and efficient.

The Annual Training Plan components include office training goals, the specific needs, the training delivery method and source, the cost, and the priority ranking of the technical training requests. The basis for requests for funding of training and development is identified need. The GIPSA Strategic Plan, Work Force Plan, and Succession Plan provide general information on advance year training goals and objectives. General program performance indicators identify program or individual training needs and are available through program areas and staff units. The needs assessment method can be an informal discussion between employee and supervisor or a more formal process that results in identification of gaps between current competencies and desired competencies. The individual development plan reflects individual needs.

Program specialists provide formal technical training to address identified skill needs in technology, equipment, procedures, techniques, products, or markets. Each Division or Staff Office's Training and Development Plan includes both technical and non-technical and internal and external training, and specifies the needs assessment method, goals and objectives, training source, projected costs, and schedule for intra-Agency training.

### **Training Approval Delegations of Authority**

- **Delegation to Training Manager:**  
The Training Manager must review and authorize all expenditures of money for training prior to the training event. The Training Manager is authorized to approve all SF-182s (Block 28a) when the training has initial approval at the office, branch, division, or staff level, as appropriate. Further, the Training Manager may initiate or approve, as appropriate, OPM, USDA, or other training vendor contractual training based on Agency training initiatives.
- **Redelegation from Training Manager to Training Assistant:**  
The Training Manager delegates to the Training Assistant the authority to certify the completion of training on the SF-182 (30a.).

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