

TRAINING

One definite statement that can be made about properties management is that it will continue to gain in complexity. Today's manager must have knowledge in many functions including computer operation, personnel management, engineering, surveying, public relations, marketing and law among others. This is in addition to the basic land management knowledge that land managers traditionally were envisioned to need. Property staffs are being called upon to do many of the same tasks. Regular training can be used to help keep property personnel up to date with new technologies, and familiar with basic concepts.

There are many facets to training that are available to employees. Generally the training of any employee is the responsibility of the employee's supervisor.

This section is not to provide an all-inclusive guide for training. Rather, it will provide some training guidance for section positions, particularly with regards to land, recreation and resource management.

New, Fulltime Employees

All new, fulltime employees will receive basic orientation. This is scheduled through the Assistant State Forester - Support Services.

Property managers, assistant managers, and office managers will attend the management and supervisory training programs available through the State Training Center. The Assistant State Forester - Support Services can be contacted for information on these. There may be a nominal charge for these programs. The manager's supervisor will develop the schedule for completion of the appropriate courses.

Property management staff positions (property managers, assistant managers, resource specialists, naturalist, office managers) will visit, observe, and participate in similar operations on other properties for at least seven work days during the first three months of employment. This must cover at least three different properties. Also, the property management staff positions will visit, observe and participate in the operations of other sections/programs of the Division of Forestry for at least three work days during their first three months of employment. This must cover at least two different sections/programs. In total, a property management staff position employee must visit, observe, and participate in other properties/sections/programs operations at least ten work days during the first three months of employment. The employee's supervisor will make the arrangements for and set the schedule to complete this.

LTC and clerical staff will visit, observe and participate in similar operations on other properties for at least three work days during the first three months of employment. The employee's supervisor will make the arrangements for and set the schedule to complete this.

LTC and clerical staff may attend training programs available through the State Training Center. The employee's supervisor will determine the appropriate training and set a completion schedule.

Existing Fulltime Employees

Existing fulltime employees must receive regular training to maintain old skills, learn new skills, learn new technologies and techniques, and continue to broaden their knowledge base. There are a broad array of training opportunities for existing employees.

Professional organizations such as the Indiana Society of American Foresters, the Indiana Parks and Recreation Association, and the Wildlife Society are often excellent sources of training. These groups hold numerous workshops throughout the year covering resource, land and recreation management. The Division of Forestry encourages professional employee membership and participation in these organizations to improve employee training.

Colleges and universities are excellent sources of training for employees. Often there are workshops for specific audiences, such as the forestry workshops through Purdue University Extension. In other cases, the general open courses provides training opportunities for all property staff, such as computer software courses.

Other training opportunities are available through a variety of organizations. The Nature Conservancy, for example, has put on workshops regarding exotic species.

The State Training Center is a good source of training for existing employees. The courses provide an opportunity to refresh skills or learn something new.

In-house training is often used to fill the gaps in the other training opportunities. This may use Division people as trainers, or may be set up by the Division using outside trainers. In-house training often covers state administrative procedures.

Properties are encouraged to periodically take a property staff trip to another property to see the various aspects of another property's operations - recreation, resource management, service area, administration, among others. This is an excellent opportunity to exchange ideas, learn new methods, and find out things that work or don't work.

It is the responsibility of the supervisor to ensure that employees have an opportunity to attend applicable, available, regular training that is considered necessary to perform work duties satisfactorily. This often involves retaking previous training. For example, supervisors should periodically have training on supervision.

Intermittent Employees

Training for intermittent employees is more problematic because of the small employment window, limited responsibilities, and erratic work schedule. It is the supervisor's responsibility to ensure that intermittent employees receive appropriate training pertinent to the scope and duration of their work. This training can range from very complex, such as ensuring that lifeguards have gone through guard training, or very simple such as personally showing someone how to properly use a lawnmower.

Training Requirements

There are few situations where particular training or certification is required. Supervisors must be sure that the following situations are addressed.

Properties with sewage treatment plants must have at least one employee trained and certified to operate the plant. New assistant property managers on properties with wastewater treatment plants will be required to obtain wastewater treatment plant certification.

Properties that apply pesticides must have at least one property employee trained and appropriately certified to supervise pesticide application on the property.

All supervisors must receive supervisory training.

All properties must have at least one person trained in administrative procedures.

Lifeguards must be certified to have completed appropriate guard training.

Training Records

Employees shall maintain a sheet where they record the training they take. A copy of this record of training will be presented to the employee's supervisor at least during the annual performance appraisal, if not more often. The supervisor shall place the copy in the employee's file until superseded by a revised record.

Section Bullet Summary

- Supervisors will arrange and schedule training for new fulltime employees.
- Supervisors will provide opportunities for existing fulltime employees to receive appropriate, adequate training.
- Supervisors will provide appropriate training to intermittent employees.
- There are a few instances where training or certification is required.
- Employees shall maintain a record of their training, with a copy going to the supervisor.

January 7, 2008

Page V - 4