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HANDBOOK 28

CHAPTER 8

SUPERVISORY TRAINING PROGRAMS

8A. Purpose

This program (or compendium of programs) complies with the Civil Service Commission requirements for training supervisory personnel. It gives special emphasis to training employees who are or will be assigned to first-level supervisory positions or who have the potential to assume the duties of those positions.

This training is available to both Civil Service and Foreign Service personnel of AID.

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8B. General

1. The success of AID operations depends largely on the quality of its supervisors. Therefore, it is essential to prepare employees for their new and critical roles as supervisors. This program assists supervisors to meet the objectives of their organizations and to carry out their duties to the satisfaction of management, subordinate employees, and themselves.

2. The Civil Service Merit Promotion Program, implemented in AID as described in Chapter 16 of Handbook 25, establishes criteria for selecting employees with supervisory abilities or potential and requires training of all first-line supervisors.

Appendix A, Supervisory Training, to FPM Chapter 410 establishes criteria for the training of supervisors upon which the programs provided for herein are based. 3. Employees who aspire to supervisory positions should demonstrate, by initiative, attitude, and performance, that they possess the capability to assume supervisory duties. In addition to possible formal training programs sponsored by AID, employees are encouraged to pursue self-development opportunities.

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8C. Program Requirements

1. Programs for training supervisors are provided by SER/PM to meet the needs of the Agency and its employees. The programs reflect the Agency's mission, philosophy, tradition, and organization structure, and include information on its operations, goals, and problems. The training also includes information on theories of supervision and management, human relations, personnel policies and practices, performance appraisal, on-the-job training techniques and work planning, as well as the basic issues involved in merit promotion, equal opportunity, and labor relation policies and programs.

2. Employees in the program must complete it satisfactorily to meet Civil Service Commission requirements and therefore must attend all classes for credit purposes. Absences require the prior approval of SER/PM/MD and the scheduling of make-up training sessions.

3. Supervision places employees in a new and different role in relation to management and other employees. To assure an early understanding of their responsibilities requires:

a. A minimum of 80 hours of training within the first 2 years as supervisor.

b. The completion of at least 40 hours prior to or within 6 months of assuming their new duties. When the training cannot be provided before their assumption of new duties, SER/PM/MD prepares a training plan before they enter on their new jobs.

c. When the trainee's special background warrants it, SER/PM/MD may approve less than 80 hours of training.

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8D. Responsibilities

1. Supervisors

a. Support training programs for their subordinate supervisory personnel through demonstrating positive interest in the program and making employees available for scheduled training sessions.

b. Recommend to SER/PM/MD those employees who demonstrate the capability or potential to assume supervisory duties.

c. Evaluate the performance of and identify the training needs of employees.

d. Encourage employees to participate in self-development programs.

e. Request SER/PM/MD approval of less than 80 hours training for new first-level supervisors with special backgrounds that warrant it.

2. Employees

Employees seeking supervisory positions have the responsibility to pursue self-development training opportunities. They should furnish information on these activities to SER/PM for inclusion in their official personnel folders (SF 171 is recommended for this purpose).

3. SER/PM

a. Identifies vacant and occupied positions which involve supervisory duties, particularly at the first level.

b. Ensures that those selected for supervisory positions are provided the necessary training.

c. Develops, establishes, and makes necessary arrangements for supervisory training programs for AID personnel.

d. Schedules training courses and notifies supervisors and employees of the time, place, and other details of the course.

e. Counsels employees about self-development programs, assists in evaluating outside training activities, and provides AID facilities and materials.

f. Reviews its programs and makes changes to improve and update them.

g. Furnishes evidence of successful completion of the training for the employees official personnel folder and for inclusion in the Revised Automated Manpower and Personnel System (RAMPS).