	THE JOHNS HOPKINS HEALTH SYSTEM CORPORATION AND THE JOHNS HOPKINS HOSPITAL HUMAN RESOURCES POLICY and PROCEDURE MANUAL	Policy Number	HR401
		Effective Date	March 1, 2005
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		Supersedes	April 1, 2001

POLICY

The purpose of this policy is to identify how organizational transition affects positions. Departmental managers must assess the training needs of employees. As training needs are identified, department managers are responsible for ensuring that opportunities are available and/or developed to address the needs.

The following tools may be used to support this policy.


- Assessment Tool Part 1** provides questions to assist in determining whether or not training is required.
- Assessment Tool Part 2** used to identify the possible scope and availability of training opportunities.
- Template for Designing Training** guide to assist in the development of training programs/opportunities.
- Template for Cost Analysis Training** a guide to assist in the development of a training budget. (Attachment C)

TRAINING PHILOSOPHY

Appropriate training is essential to maintain a qualified workforce. Where organizational transitions affect positions, the department heads/administrators (including managers) are responsible for assessing the training needs of the employees who qualify. The Johns Hopkins Health System Corporation (JHHSC) and The Johns Hopkins Hospital (JHH) is committed to supporting training by providing learning opportunities.

RESPONSIBILITIES

- Administrator/Manager**
1. Conduct initial needs assessment using Attachment A (Assessment Tool Part 1) as a tool to determine if training is needed for positions affected
 2. If training is needed, then determine whether training opportunities/programs exist. (Attachment A, Assessment Tool Part 2)
 3. If training is required and opportunities/program do not exist, then develop training using template (Attachment B) as a guide
 4. Develop training budget and secure training funds
 5. Implement training
 6. Ensure participation of employees in training
 7. Evaluate training effectiveness
- Office of Organization Development & Training** Serve as a consultant to managers. (Refer to Attachment B)
- Safety** Serve as a consultant to managers. (Refer to Attachment B)
- HR Consultants/Labor Relations** Serve as a consultant to managers. (Refer to Attachment B)
- Employee**
1. Participate in needs assessment
 2. Participate in and complete training programs as required.
 3. Demonstrate job competencies.

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Manager

1. Be knowledgeable about employee training requirements
2. Prepare employees for learning
3. Provide time for employee to attend training
4. Support, reinforce, and maintain training skills and competencies.
5. Implement the Performance Management System.

PROCEDURES

Administrator/Manager

1. Use Assessment Tool Part 1 (Attachment A) to determine whether training is needed.
2. If training is needed, use Assessment Tool Part 2 (Attachment A) to identify available training opportunities and/or the need for development.
3. If training is needed, explore opportunities available within and outside the institution.
4. If training opportunities are not available, use template (Attachment B) as a guide to develop training.

REFERENCES

Reduction in Force Policy
Performance Management System Policy

SPONSOR

Vice President, Human Resources

REVIEW CYCLE

3 years

APPROVAL



Vice President, Human Resources

Date

These questions can be used in consultation with an Organization Development and Training Specialist to determine if training or an appropriate intervention is required. Should you have questions or require assistance, contact the Office of Organization Development and Training at x5-6748 to arrange a consultation.

ASSESSMENT QUESTIONNAIRE

Part 1 – Questions to determine if training is required.

1. Are there new processes that affect the employee or position?
2. Are there new tools, supplies, or equipment required to do the job?
3. Will the expectations for the employee or the role change?
4. What competencies are required to perform the job?
5. Do employees have the knowledge, skills, and abilities to do the job?
6. How important is the skill knowledge? (i.e., is a high volume or high-risk task involved?)
7. How frequent will the skills be used?
8. When will the employee be expected to demonstrate the new skill or behavior?

Part 2 – Questions to identify the possible scope and availability of training.

1. How many people will need training?
2. Is training already available inside or outside the institution that addresses the need or must it be developed?
3. How will the funding be secured?
4. How will time for training be built into the employee's work schedule?
5. Who (internal or external by title) will do the training?