**Pueblo City-County Library District Training Plan**

PCCLD recognizes that the skills and knowledge of its employees are critical to the library district’s successful delivery of library services to the Pueblo community. The foundation of the PCCLD Training plan grows out of PCCLD policy 02.07.08 Library-Sponsored Training and Career Development and intersects with PCCLD policy 02.07.07 Educational Assistance. Employees seeking coursework in degree programs, a post-secondary degree, a certification or licensure will follow the guidelines in policy 02.07.07 Educational Assistance, where approvals route to the Human Resources department. The plan outlined in this document provides guidance for job specific training, workshop and conference enrichment and is not meant to be interchangeable with the two policies cited above.

This plan encourages skills-based and professional development training through a variety of modalities so that employees can maintain and improve job-related skills, develop professionally, or enhance their ability to compete for reasonably attainable jobs within PCCLD.

The PCCLD Training Plan should align with the library district’s strategic areas of focus and annual plan objectives.

Training is an investment in our most valued resource, our employees! PCCLD is committed to employee development and continuous learning. Each year, we allocate a substantial budget for training programs and conference attendance, recognizing these opportunities as an essential benefit, or perk, of working at the library district. By providing access to industry-leading conferences and comprehensive training sessions, both internal and external to the organization, we want to ensure that you stay at the forefront of your field, equipped with the latest knowledge and skills. These investments are not just expenditures; they are commitments to your professional advancement and personal enrichment.

This training plan document is available to all PCCLD employees in order to serve as a guide when making training requests. In addition, the training plan document will be used by PCCLD’s Lead Trainer, Associate Director of Public Service, Human Resources, and Executive Director (the Training Team) in the formation, implementation, and ongoing tracking of employee, team and organizational training. This training plan serves to provide consistency among all training programs and allow the organization to measure and adapt training needs in a coordinated manner. The training plan also serves to track and analyze metrics and feedback obtained from participants before, during and after training events in order to provide information for continuous improvement.

**Sections of this Plan include:**

1. **Training Objectives**
2. **Guidelines for Conference Attendance**
3. **Procedures**
4. **Training Request Form**
5. **Training Evaluation Form**
6. **TRAINING OBJECTIVES**
7. Identify Training Goals – Short and Long term
8. Prioritize Training Needs and Requests
9. Identify Training Opportunities
10. Determine Resources
11. Assessment of Training Requests
12. Evaluation of Training Effectiveness
13. **Identify Training Goals – Short and Long Term**

The Training Team will analyze and review the training needs of the organization by gathering information in the following areas:

* Is new technology or software being launched?
* Are there annual or strategic plan initiatives that require training/development?
* Are there new skills that need to be developed within an employee group?
* Are there job competencies that need to be sharpened within a group of job positions?
* Are there compliance objectives that need to be met?
1. **Prioritize Training Needs and Requests**

Based on the goals identified and the opportunities that exist, the Training Team works to prioritize training needs and requests.

What training should take priority?

* Compliance Training
* Job Competencies and Skill Building
* Leadership Development
* Management Development
* Team Development and Team Building
* Objectives and Action Plans
* Professional development
* Train-the-Trainer needs

*\*\*Assign training into categories, i.e. mandatory, needed, and desired.*

1. **Identify Training Opportunities/Modalities**

For each type of training opportunity identified, the Training Team will identify and determine the most effective training modality.

* Off-Site training such as conferences, workshops, etc.
* Training Platforms such as Niche Academy
* Annual Staff Development Days
* Self-paced
* Web-based - free
* Web-based – cost
* Training Platform/LMS systems – Niche Academy, Linked-In, etc.
* Subject Matter Experts – Employers Council, Consultants
1. **Determine Resources**

Budgeting for training does not mean using surplus money when it’s available. Instead, PCCLD desires to be intentional in the development of the annual training plan and in determining resources for training in the budgetary process. The chart below provides a snapshot of potential costs associated with various types of training opportunities.

|  |  |
| --- | --- |
| **Training Type** | **Relative Cost** |
| Mentoring & On-the-job Coaching | $ |
| Self-directed study | $ |
| Web Based Training – free webinar content | $ |
| Job shadowing | $ |
| Learning Management Systems (Niche, etc.) | $$ |
| Seminars and Conferences | $$ - $$$ |
| Group workshops (external)  | $$$ |
| Consultant training (in-house) | $$-$$$ |

 **$ – Least Expensive, $$ – More Expensive, $$$ – Most Expensive**

Lowest cost training opportunities ($) should be explored and pursued before engaging in higher cost opportunities ($$ and $$$) where possible.

1. **Assessment of Training Requests**

Service in the public library is highly varied. As a result, employees should explore training on a variety of topics related to the library field, the workplace, and/or the employee’s particular department area of focus. Training requests will be evaluated based on the following criteria:

* Aligns with the overall PCCLD Training Plan and PCCLD’s annual plan objectives
* Strengthens an employees’ skills or knowledge in their current role in the organization
* Aligns with the development of an employee’s skills or knowledge for a future role in the organization
* Type of training requested
* Modality of training requested
* Cost
* Priority of training requested as part of the overall training plan
1. **Evaluation of Training Effectiveness**

When evaluating the effectiveness of a training course or program, it is important to consider one or more of the following five factors:

* 1. *Strategic*: How well did the training support PCCLD’s strategic priorities and/or annual plan objectives?
	2. *Organizational:* To what extent did the learning strengthen the overall health of the organization?
	3. *Team:* Does the training support overall team collaboration and cohesiveness?
	4. *Individual:* How well does the training requested boost the skills and expertise an employee needs most? This impact can be measured by assessing employee’s capability gaps against a comprehensive competency framework.
	5. *Professional:* Does this training enhance the overall standing of the Library profession? Does the training contribute to the broader professional community? Does the training bolster PCCLD’s reputation by showcasing our expertise?

***Note:*** Performance deficiencies in the annual review or quarterly check-in can often be addressed with training.

1. **GUIDELINES FOR CONFERENCE ATTENDANCE**
2. **Attendance at National and Local Conferences**
* Eligible employees should not plan to attend more than one national conference every one to three years, unless otherwise approved by the Executive Director.
* As a general rule, for positions classified as exempt up to 8 hours of work time can be flexed for conference attendance that occurs on a day(s) that an employee is typically not scheduled to work.
* The Travel Request/Expense Reimbursement form must also be submitted for out of county travel and signed by the Executive Director or Associate Director of Public Service. See Finance policy 04.01.04 Expense Reimbursement.
1. **Public Service Employee Attendance at National Conferences**

For National Conferences such as the American Library Association Conference (ALA) and the Public Library Association Conference (PLA), priority is given to library managers and/or librarians with relevant goals or strategic areas of focus in a given year. In some cases, and if budgeted slots are available, employees who are in an MLIS program or will be presenting on a specialty topic may be eligible to attend. The Associate Director of Public Service will approve these requests on a case-by-case basis.

Generally, and to ensure training funds are allocated equitably throughout the library district, the Associate Director of Public Service will review each request according to budgetary availability as well as the frequency of conference attendance by members of a department or branch. The goal is to ensure that library managers from all departments have at least one opportunity to attend a national conference. Advanced approval is required. See Procedure below.

1. **Public Service Employee Attendance at State and Local Conferences**

For state and local conferences such as CALCON and CLiC, typically both professional and para-professional library employees are eligible to attend. Attendance is determined by assessing the training opportunities that have been taken or are slotted to be taken by each department or branch. Managers are encouraged to rotate attendance among staff members. Equity with regard to conference opportunities for all departments is also reviewed.

In some cases, such as a local conference with no overnight stay, a special opportunity related to the current job, or another relevant reason, any employee may attend a conference. The Associate Director of Public Service will approve all public service employee attendance. The Executive Director will approve all support service attendance. Advanced approval is required using the Training Request Form accompanying this document. See Procedure below.

1. **Support Team Employee Attendance at National, Local and State Conferences**

Attendance at national conferences related to the employee’s field are generally approved for Director-level support team staff only and should be based on relevance to their role and the conference content’s potential impact on the library district. In some cases, and contingent upon availability of budgeted slots, members of support departments may be eligible to attend. The Executive Director approves these requests with endorsement from the support department director. See Procedure below.

Attendance at state and local conferences related to an employee’s field may be approved based on the relevance to the employee’s role and professional development. Local conferences that enhance knowledge and skills or provide networking opportunities within the region may be considered. The Executive Director approves these requests with endorsement from the support team’s department director. See Procedure below.

1. **PROCEDURES**
2. All Employees who wish to attend training or a national or local conference related to their position should first discuss the opportunity with their direct manager to ensure that training goals are aligned and scheduling can be arranged. This includes an employee’s plans to apply to participate in a conference or program where acceptance is based on submission materials. MPLA Leadership Institute and CAL Leadership Institute are examples of these types of programs.
3. Employees should not apply to facilitate or present a conference session or apply for scholarships or grants relative to conference attendance without first discussing with and seeking approval from their direct supervisor and the Associate Director of Public Service so that budgetary dollars and scheduling can be considered. They may be asked to share their presentation product and/or scholarship/grant application.
4. Receipt of an award, grant, or scholarship does not guarantee that the costs of attendance, lodging, or travel will be covered by PCCLD. If an Employee is awarded a scholarship or grant for conference attendance, PCCLD will make every effort to supplement the cost of attendance. If the budget cannot cover full expenses, partial coverage may be offered.
5. All Public Service Training Requests up to $250.00 will be routed to and approved by PCCLD’s Lead Trainer. Training request costs that exceed $250.00 should be routed to the Associate Director of Public Service for public service employees.
6. All Support Service Training Requests up to $250.00 can be approved by the Director of the Support Service department. Training requests that exceed $250.00 should be endorsed by the Department Director and routed to the Executive Director for approval.
7. Employees seeking training or conference attendance should complete a Training Request Form (attached) and forward to their Department or Branch Manager for approval. The Branch or Department Manager will then route to either the Associate Director of Public Service or the Executive Director for final approval. Completion of the Training Request Form provides necessary information that the Training Team needs in order to effectively assess each training request relative to budgetary dollars.
8. For out of city/county travel, employees should review Finance policy 04.01.04 Expense Reimbursement and submit the Travel Request/Expense Reimbursement form for approval to the Executive Director or to the Associate Director of Public Service.
9. Employees who attend conferences should be prepared to return to share the information they have learned with library staff. Depending on the conference or type of training, the employee should be prepared to facilitate a session at All-Staff Development Day and/or share the information at a Public Service Manager or Department meeting.
10. After Training is concluded, employees should complete a Training Evaluation Form (attached) and submit to Human Resources. This evaluation provides the Training Team feedback so that they can effectively evaluate each training effort and measure the success of overall training for the library district.
11. **TRAINING REQUEST FORM**
12. **TRAINING EVALUATION FORM**