

6 EMPLOYEE DEVELOPMENT AND PERFORMANCE

6.1 TRAINING AND DEVELOPMENT

6.1.1 PURPOSE AND SCOPE

- A. Enhancing the skills and knowledge of TWC employees is vital to expanding and improving TWC services. Employees and supervisors share responsibility for developing new skills and improving existing skills.
 - B. TWC encourages and provides opportunities for self-development through on-the-job training; a tuition reimbursement program; the performance review process; and the development, coordination, and delivery of training courses.
 - C. Training is only one component that contributes to acquiring and improving performance skills. Training builds on learner readiness, imparts knowledge and skills, and can influence attitudes. Training offers structured opportunities to practice skills and receive feedback. Mastery of key learning points and skills occurs when participants perform job duties with supervisors providing reinforcement, measuring performance, and providing additional coaching or mentoring as needed.
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6.1.2 TRAINING AND DEVELOPMENT POLICY

- A. The value of TWC to employers and job seekers and our success as public servants depends on the effectiveness and efficiency with which we carry out our responsibilities. Because each individual is ultimately responsible for self-development and becoming an increasingly effective member of TWC, management at every level understands the benefit of training as an investment in our system. Managers and supervisors provide the climate, conditions, and direction for job-related development of staff, while training specialists supplement the supervisor's role.
- B. To implement this philosophy, TWC provides well-planned, well-coordinated training and uses the most appropriate and current methods available. To ensure this happens, TWC:
1. communicates information about training and development to all employees;
 2. develops managers and supervisors to understand, accept, and know how to fulfill their basic responsibility to train subordinates;
 3. approaches training with clearly identified needs and measurable, practical training objectives;
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4. maintains a professional training staff responsible for reviewing technology, methodology, and media to keep TWC current with new developments in the training field;
5. adopts a clearly understood procedure that budgets, accounts for, and reports the time and cost of all training;
6. implements systematic, proven methods for assessing job performance and training effectiveness in improving that performance;
7. creates an organizational climate that encourages, recognizes, and rewards planning and implementation of training to promote cross-utilization of staff among program areas and departments; and
8. develops and uses subject-matter experts and program specialists when creating training courses.

6.1.3 TRAINING AND DEVELOPMENT (T&D) DEPARTMENT

The T&D Department provides the following services:

- A. develops facilitator guides and training materials on professional development topics;
 - B. provides training consultant services such as customized projects, including assessments of training needs; and help with planning, developing,
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purchasing, delivering, and evaluating training programs and materials;

- C. plans, develops materials for, schedules, coordinates and delivers training workshops for TWC staff, local workforce development boards, board staff, and contractor staff; and
- D. provides traditional training and train-the-trainer workshops for workforce center staff.

6.1.4 TRAINING CATEGORIES

TWC classifies all training as either reportable or non-reportable.

- A. Reportable Training
 - 1. Reportable training is any planned or structured training program or activity delivered for the purpose of increasing a participant's knowledge, skills, and abilities in response to a specific need, such as customer service training, seminars provided by an outside organization, consultant, TWC training professionals, or internal subject-matter experts.
 - 2. Reportable training programs, seminars and workshops must meet the following requirements:
 - a) be a minimum of 30 minutes long;
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- b) have at least one specific training objective; and
- c) provide an established learning outline or lesson plan.

3. On-the-Job Training (OJT)

On-the-job training (OJT) is a planned, structured training or retraining activity provided by a supervisor/mentor to an individual employee in response to a specific need. OJT has an identified goal of teaching or improving an employee's knowledge or skill level in performing a specific job assignment (e.g., one-on-one instruction, demonstration, and/or practice of specific methods of performing one or more task(s) of a job).

4. Internal Training

Internal training includes reportable training developed and conducted by agency personnel, training professionals, or private consultants, with a majority of the participants being TWC employees.

5. External Training

- a) External training (referred to as professional training in the CHAPS system) includes reportable training
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received through seminars and employee participation in TWC's Professional Development Program (PDP).

- b) In addition to seminars, PDP activities include workshops and academic institution training where the majority of attendees are non-TWC employees. Department heads review and approve all requests, registration, and expenses incurred with external training programs. Approving authorities must document that the approved external training is more cost-effective than internal training or that internal training is not available.

6. Computer-based and Web-based Training

- a) Computer-based training (CBT) is training done on a computer. Web-based training is training done on the intranet or Internet.
- b) The CHAPS forms and system are used to document reportable training, reportable OJT, computer-based training, web-based training, and internal and external training.

B. Non-Reportable Training

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Non-reportable training is an unstructured, unplanned, or spur-of-the-moment activity or meeting where sharing of information occurs (e.g., staff meetings or conferences that have no planned or written agenda, distributing or reading of memoranda, giving a suggestion or advice to an employee during a conversation, or exchanging information in an informal atmosphere).

6.1.5 MANDATORY AND RECOMMENDED TRAINING

A. Mandatory Training

The agency expects employees to participate in the following legally required or mandatory training classes including:

1. Migrant and Seasonal Farm Worker (MSFW) – Required annually for local offices and semi-annually for all designated MSFW offices.
 2. Employee EEO/Civil Rights/Sexual Harassment (i.e., age discrimination, Americans with Disabilities, EEO compliance) – Required biennially. A signed certificate must be sent to TWC’s Training and Development Department for inclusion in the employee’s personnel file.
 3. Customer Complaint Resolution Training – Required one time for all TWC employees.
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4. Fraud Prevention and Detection (FRAUD) – Required annually for all TWC employees.
 5. New Employee Orientation – Required within 30 days of hire date. Includes EEO and Sexual Harassment training. A signed certificate must be sent to TWC’s Human Resources Department for inclusion in the employee’s personnel file.
 6. Texas Hazard Communication Act (HazCom) Procedures – Section 502.009(f) requires all new employees to receive training before the employee works with or in a work area containing a hazardous chemical.
 7. Driving Safety Program – Required each fiscal quarter for all fully-qualified agency drivers.
 8. Making Ethical Decisions - CBT – Required one time for all TWC employees.
 9. Cybersecurity Awareness at TWC – Required within 30 days of hire date and required annually for all TWC employees.
 10. ADA Overview and Amendments Act of 2008 for Supervisors (ADA09) – One time only requirement for all TWC supervisors and managers.
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11. TWC Veteran's Preference Training (VETPRF) – One time only requirement for all supervisors and those who may be involved in the selection process.
 12. Family Violence as it Affects Employment – One time training requirement for staff who: provide information to clients seeking or receiving financial assistance; recommend or grant waivers or modifications; recommend or impose sanctions for non-cooperation or non-compliance; assess employment readiness; and provide employment planning or employment retention services.
 13. IRS Information Security (AIRSIS) – Required annually as part of TWC’s agreement with the Internal Revenue Service (IRS) for the exchange of Federal Tax Information (FTI). FTI is defined as tax information that originates from the Internal Revenue Service tax records, such as 1099 data. Any TWC employee, contractor, vendor, etc. is required to complete a training program directly related to their exposure to FTI.
 14. Continuity of Operations Planning CBT (TWCOOP) – A one-time only requirement for all TWC employees.
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15. Workers' Compensation Health Care Network Training – a one-time only requirement for all TWC employees.
16. Family Education Rights and Privacy Act (FERPA) – CBT – A one-time only requirement for staff who work in or oversee programs in Texas that are funded by the Adult Education and Family literacy Act.
17. Advanced Personally Identifiable Information Training: A managers Guide to Protecting P–I - CBT – A one-time only requirement for all TWC supervisors and managers.
18. Resource Access Control Facility (RACF) Part I and Part –I - CBTs – A one-time only requirement for designated RACF managers who administer user access for the TWC mainframe and related applications.
19. Records Management Basic Training - CBT – A one-time only requirement for TWC Records Management Center Staff and all Records Management Liaisons in TWC.
20. For Directors, managers, and supervisors – Hiring Smart: The TWC Process.

B. Recommended Training

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The agency recommends employees participate in certain administrative classes including:

1. Supervisory Skills Development training – Recommended of all new supervisors.
 2. Management Development Program training series – Recommended of all new managers, supervisors and team leads. (See the Form P-56a: Training Plan for Supervisors form.)
 3. Supervisory EEO Training – Recommended within first 6 months of hire for supervisors and managers or designated team leads.
 4. Performance Planning and Review (PPR) Training – Recommended for TWC supervisors within 90 days of selection or promotion to a supervisory position.
 5. Health and Safety – Recommended quarterly.
 6. Rapid Process Improvement (RPI) Training – Recommended for all TWC employees.
 7. Introduction to Electronic and Information Resources (EIR) Accessibility training – Recommended for all TWC employees.
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6.1.6 PROFESSIONAL DEVELOPMENT PROGRAM (PDP)

TWC is committed to being an entrepreneurial, flexible organization dedicated to helping its employees achieve high quality performance through education and training.

A. TWC professional development programs are designed to provide employees with training and development opportunities to pursue educational training from an accredited institution of higher education, and to obtain and maintain professional credentials. Approval will be considered if such training enhances the employee's ability to perform current job duties, enables the employee to perform prospective job duties, and is relevant to the employee's future career goals with the agency.

B. Tuition Assistance Program

TWC provides support in the form of tuition assistance for eligible employees seeking self-improvement through college-level courses and standardized knowledge exams. Under the Tuition Assistance Program (TAP), TWC may only pay the tuition expenses for a program course successfully completed by the employee at an accredited institution of higher education with approval of the Executive Director. This includes traditional courses and nontraditional training (including online courses or courses not credited towards a degree).

1. Eligibility

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To be eligible for Tuition Assistance Program (TAP), employees must:

- a) Be continuously employed at TWC for one year at the time of application;
 - b) Be a full-time regular status employee;
 - c) Maintain satisfactory job performance as documented in the current PPR; and
 - d) Have no disciplinary action during the six months prior to applying for TAP.
2. While participating in TAP, employees may apply for and accept other positions within the agency. Transferring to another position or to a different division does not invalidate the participant's eligibility for tuition reimbursement.
 3. Eligibility Exclusions: Employees in part-time, temporary, probationary, or emergency status are not eligible for participation in TAP. Employees on Administrative Probation, Absent Without Leave (AWOL), or on Leave of Absence (LOA) are not eligible for TAP.
 4. Requirements

An employee participating in TWC's Tuition Assistance Program shall:

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- a) maintain a satisfactory grade of "C" or better for undergraduate courses or courses not credited towards a degree, "B" or better for graduate courses, or "passing," if a pass/fail activity; and
- b) observe and comply with all TWC policies and work rules.

5. Conditions of Participation

- a) TWC may deny an employee further participation in a professional development program if the employee fails to meet performance, program, or academic requirements and expectations, or if TWC determines that participation is no longer in the agency's best interest.
 - b) Participation in the TWC TAP is not a contract for any duration of continued employment, and the employee is guaranteed no special rights or privileges in addition to those granted to other TWC employees. Continued employment is subject to the same policies and employment practices that govern all TWC employees.
 - c) An employee participating in the TAP must agree in writing, prior to the
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coursework or beginning of an exam, to a service commitment to the agency. An employee who receives reimbursement is obligated to fulfill a 6-month service commitment with the agency for every \$2,500.00 of reimbursement. The commitment will begin on the first day of the month following TWC's payment of the expense.

- d) Employees who do not comply with the length of service requirement must reimburse TWC for both the cost of training activities, (prorated to credit any full calendar month of employment following completion of the course), and any reasonable expenses incurred by TWC in obtaining restitution, including reasonable attorney's fees.
 - e) Employees approved for TAP may flex their work schedule with the approval of their supervisor if there is no negative impact on customers or work products. Employees may not use work hours for attending classes, studying, taking exams or other activities associated with their coursework or exam. When such activities fall within an employee's normal work schedule, the employee
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must use leave hours to compensate for time away from the job.

6. Reimbursement for TAP

If department funds are available and the employee meets the eligibility criteria and successfully completes a TAP activity, TWC will reimburse the employee for the following:

- a) Tuition;
- b) expense of training materials; and
- c) professional review, preparation or testing costs at institutions of higher education.
- d) professional credentials, plus one retake of each exam.

7. Reimbursement Conditions for TAP

- a) An eligible employee may be reimbursed after course completion up to an amount equivalent to the average semester hour cost for Texas public colleges and universities as reported annually by the Texas Higher Education Coordinating Board. The participant will be responsible for paying the difference in the cost.
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- b) The maximum reimbursement to any employee, regardless of the professional development approved source, is \$5,000 per state fiscal year (September 1 through August 31).
- c) Employees who participate in a review course in preparation for a professional certification examination may not be reimbursed for the review or preparation course unless the employee passes all parts of the related examination.
- d) The TAP funds may not duplicate any other educational grant or benefits for the requested activity. In addition, the following activities are not eligible for reimbursement:
 - (1) parking fees;
 - (2) refundable property deposits;
 - (3) late fees; and
 - (4) mileage and travel expense for local programs.

8. Service Requirements for TAP

- a) Because the goal of TWC's Professional Development Program is to attract and retain a well-qualified, trained workforce,
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an employee who receives reimbursement under the TAP is expected to continue in employment with the agency for a minimum of six months for every \$2,500.00 in reimbursement. The commitment will begin on the first day of the month following a reimbursement. Multiple, overlapping service commitments will be served concurrently.

- b) If the employee voluntarily separates from TWC prior to the completion of the obligatory service period(s), the employee must reimburse TWC for the cost of the professional development grant, prorated to credit any full calendar month of employment following completion of the approved activity.
 - c) If an employee fails to meet the service requirements cited previously, the department head is responsible for notifying the General Counsel's office and initiating restitution proceedings.
 - d) TWC's Executive Director may waive an employee's reimbursement requirements because of an employee's extreme personal hardship or if it is determined to be in the best interest of TWC.
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9. Application and Review Guidelines for TAP

a) Application Procedure

An employee requesting reimbursement from the Tuition Reimbursement Program must seek written **pre-approval** at least two weeks prior to registration or enrollment by completing and submitting a Tuition Reimbursement Program Application, Form P-99, through supervisory channels for review and approval by the employee's department head, department budget analyst, division director and TWC's Executive Director.

b) Review Procedure

Upon receipt of a completed TAP application, the department head ensures an up-to-date Employee Development Plan, Form P-56, has been completed for the employee, and attaches a copy of the Form P-56 to the employee's Tuition Assistance Program application (Form P-99). The department head reviews each TAP application using the following process, to ensure equitable and effective use of training and development funds:

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- (1) Are training and development funds available within the department's budget to support the request? If yes, proceed with an evaluation of the application.
 - (2) TAP Application Evaluation: Does the training enhance the employee's ability to perform current job duties or enable the employee to perform prospective job duties with the department or the agency following the training?
 - (3) If both of the above questions are answered in the affirmative, proceed with the TAP approval process.
 - (4) If the request is disapproved, the department head documents the basis for the disapproval and forwards Forms P-99 and P-56 (Employee Development Plan) to the Training and Development Department.
 - (5) If the request is approved, the department head documents the basis for the approval and forwards Forms P-99 and P-56 (Employee
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Development Plan) to the department's budget analyst for approval. The budget analyst completes the Form P-99 and forwards it to the Executive Director for approval. The Executive Director, if approving the request, signs the Form P-99 and forwards it to the Training and Development Department. If the Executive Director disapproves of the request, The Executive Director notifies the appropriate department head and forwards the P-99 to Training and Development with a copy going to the requesting department.

- (6) Training and Development's review includes the following:
 - a. analyzing and identifying specific training and development needs,
 - b. whether training needs can be enhanced with in-house training or through training and development support; aiding in the selection of an institution of higher
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education, if appropriate;
and

c. maximizing group discounts,
if available.

- (7) If the PDP application is disapproved by the department head, Training and Development may recommend alternative activities and resources to support the requested staff development.
- (8) Within five working days of receipt, the Training and Development Department completes its review and returns copies of the completed Form P-99 to the employee and department head for appropriate action.
- (9) Reimbursement Procedure
- Upon satisfactory completion of TAP-approved activities at an accredited institution of higher education, an employee requests reimbursement by submitting the following documents through supervisory channels to the department head:
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- a. approved Form P-99, Tuition Assistance Program Application and
 - b. official grade report (or copy) or other documentation that indicates satisfactory completion of the activity.
 - c. Satisfactory completion means completing the approved activity with a grade of "C" or better for undergraduate courses and courses not credited towards a degree, "B" or better for graduate courses, or "passing," if a pass/fail activity or testing/certification activity.
 - d. A testing or certification review course must result in an employee passing all parts of the related examination. Other documentation may include a signed statement or certificate of completion from the school or instructor and a detailed receipt for the actual cost of the approved activity.
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- e. The department head forwards the approved Form P-99 to the Finance Department, Accounts Payable Unit, with the following attachments:
 - i. employee's official grade report or other documentation and
 - ii. detailed receipt of the employee's allowable, reimbursable expenses related to the approved activities.

6.1.7 OBTAINING PROFESSIONAL CREDENTIALS AND MAINTAINING CONTINUING PROFESSIONAL EDUCATION REQUIREMENTS

To promote professionalism within TWC, the agency provides support to employees to obtain and maintain outside credentials, certifications, memberships, training and education related to their job duties or prospective duties. For example, some state board-licensed professions, such as attorneys, certified public accountants, human resources professionals and project management professionals, require continuing professional education (CLE, CPE, etc.) hours per year to maintain licenses.

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- A. If the employee intends to incur costs of outside credentials, certifications, memberships, training or education directly related to his or her job duties or prospective duties at TWC, management may approve the request and pay for the expenses through that administrative area's training budget. With administrative approval, TWC pays costs, including travel and per diem.
 - B. If employees meet eligibility criteria outlined in the Tuition Assistance Program, TWC may also approve reimbursement of preparatory coursework and examination to obtain professional credentials with chapter groups, independent consultants, or certified testing centers. TWC will reimburse for professional credential exams, plus one retake of each exam.
 - C. If the employee takes courses not directly related to his or her job duties at TWC, but which enable the employee to maintain the professional license, the employee pays all costs.
 - D. The Executive Director (or designee) may, upon request, grant administrative leave necessary for course attendance. Management recommending administrative leave for this purpose forwards the request to the appropriate Division Director. The Division Director forwards approved requests to HR for Executive Director (or designee) review and final approval.
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- E. TWC does not pay out-of-state bar dues unless an exception is granted by the Executive Director.

6.1.8 TRAINING TRACKING SYSTEM

A. Purpose of the System

1. The training tracking system is an automated system in CHAPS that records individual employee training and provides a training database. The database generates a wide variety of reports.
2. Management commonly uses the system as a tool to track and report program, department, unit, and overall agency training activities. The system also provides a list of training topics and training hours for each employee, unit, or office. Some supervisors use the reports and data during career development and performance review conferences.

B. Mandatory Training Monitoring

1. The CHAPS system has a built-in compliance system to monitor employee mandatory training compliance. This system includes:
 - a) The CHAPS Employee Compliance Check screen, where employees can check their mandatory training status;
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- b) The Employee Training Compliance screen for supervisors and managers to check the mandatory training status of employees;
 - c) Automatically generated warning e-mails sent to employees whose mandatory training is not completed before the expiration date; and
 - d) Automatically generated e-mails sent to supervisors and managers regarding non-compliant employees.
2. To ensure accuracy and completeness of the training tracking system, all reportable training programs and activities must be documented on the CHAPS form and entered into the training tracking system. CHAPS tracks both individual and group training activities.
- C. What information should be entered in CHAPS?
- 1. CHAPS has four different panels for entry of training registration and attendance data:
 - a) registering for existing Training and Development classes;
 - b) reporting completion of web-based training;
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- c) reporting individual attendance at external training classes; and
 - d) reporting training conducted by TWC staff other than Training and Development staff.
 - 2. Refer to the CHAPS Desk Aids for specific instructions on accessing and entering training tracking information.
- D. Calculating or Designating Reportable Training Hours

The minimum reportable training period is one-half hour. Reportable class hours should reflect the actual hours of classroom time exclusive of travel and meals.

- 1. Training and Development Training: The person attending the training gets supervisor approval then registers through CHAPS Self-Service screens. The Training and Development Department enters the completion information into CHAPS.
 - 2. Departmental Training: The person developing, providing, or coordinating an internal training session determines and ensures entry of training hours in each participant's training tracking system record. The internal training provider also records on or attaches to the
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CHAPS form a course outline or lesson plan with at least one training objective.

3. Web-Based Training: Web-based training is entered by the employee into CHAPS after completion of the training.
4. External Training: Because of the great variety of external seminars, workshops, academic classes, and training programs attended by TWC employees, establishing reportable training hours is usually a shared responsibility between the participant and the participant's supervisor. They jointly discuss and decide the number of reportable training hours. This process is also recommended for PDP training and classes.

6.1.9 BUDGETING, APPROVING, AND MONITORING AGENCY TRAINING COSTS

- A. Each cost center has a separate training budget for employee training and development expenses and is responsible for approving and monitoring its own training costs.
 - B. As a general rule, the cost center sponsoring and/or providing a training session or program absorbs the training expenses. Administrative staff, at times, assigns training expenses to the cost center whose employee(s) are receiving the training.
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6.1.10 TRAINING BUDGETS

The cost center training budgets are established through the budget process. The budget report lists all current and cumulative (year-to-date) training costs and compares the cumulative expenditures to the budgeted amount.
