

STANDARD OPERATING PROCEDURES
(SOP) FOR
THE REGIONAL OFFICE (RO) TRAINING
MANAGER

Volume 1

Professional Development for Training Managers



Department Of Veterans Affairs
Veterans Benefits Administration

Office of Employee Development and Training
(20M5)

January 2015

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Section I: Overview

Introduction	This SOP describes the roles and responsibilities for the Training Manager (TM) position in the Veterans Benefits Administration (VBA). The Training Manager (TM) is the learning leader in the Regional Office (RO), playing a key role in the administration, evaluation, consultation, and organizational support of the training infrastructure for the RO.
Purpose	This SOP provides support and guidance to the daily duties of the RO Training Manager's performance to facilitate consistency in the quality and integrity of the TM position.
Applicability	This SOP applies to all TMs reporting directly to a RO Director.
Role	The Training Manager (TM) is the learning leader in the Regional Office (RO), playing a key role in the administration, evaluation, consultation, and organizational support of the training infrastructure for the RO. The TM's efforts enhance the quality, effectiveness, and consistency of training initiatives, improve the network of training communication, and reduce duplication. Responsibilities of the TM include the management, administration, evaluation, quality assurance, and technical support of the training program. The TM serves as the VA talent management tools manager. The TM advises the RO Director and is the point of contact for all local, area, and/or nationwide training initiatives. The TM performs other duties related to training.

Section II: Responsibilities

Program Administration

As a learning and development program administrator, the TM responsibilities are to:

1. Coordinate and manage the implementation of all learning and development activities to ensure the RO workforce is equipped with the knowledge and skills needed to support the agency's mission and goals.
 - TM should conduct regular meetings with RO and division management and training staff to ensure needed knowledge and skills are identified and training is recommended.
 - TM will identify needed training items and oversee the development and/or creation of training needed.
 2. Evaluate learning activities to ensure the quality of the program and its compliance with organizational expectations and requirements.
 - TM needs to maintain their knowledge of VA training guidance.
 - TM reviews learning activities to ensure compliance to guidelines and to make recommendations for improvements.
 3. Manage training and learning assets.
 - TM should have an inventory of their training and learning equipment, tools, instructors, and rooms.
 - TM should coordinate usage and recommend improvements and needed assets.
 4. Maintain training or talent management tools.
 - TM acts as the RO manager for any talent management tools, ensuring all usage is within established guidelines.
 - TM possesses the skills to and generates required reports for both learning completions as well as learning needs using the management tools.
 5. Leverage technology to ensure workforce access to learning opportunities and compliance program expectations.
 - TM needs to have the ability to use and facilitate on-line and/or web-based learning opportunities.
 - TM needs to have the ability to utilize diverse training platforms that allow distance learning and on-demand training.
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Section II: Responsibilities, contd.

Program Evaluation

As a learning and development program evaluator, the TM responsibilities are to:

1. Assess the learning needs and evaluate the effectiveness of all learning and developmental activities.
 - TM evaluates NTC guidance and quality information.
 - TMs identify tools or mechanisms for evaluating learning and development effectiveness.
 2. Ensure that the RO's learning and development programs are meeting the needs of its workforce and assist with any adjustments that may be indicated for the programs to be successful.
 - TM reviews quality data and individual assessment results and recommends training intervention to address these needs.
 - TM looks for areas where creating new learning opportunities would address an area where development is not currently offered.
 3. Assess training delivery and learning environment effectiveness and recommend changes/interventions for improvement.
 - TM regularly evaluates instructor-led learning activities and recommends constructive ideas for improvements.
 - TM looks at the physical environment of the classrooms and makes recommendations to improve the learning atmosphere.
 4. Evaluate instructor effectiveness and provide appropriate feedback.
 - TM provides instructor development on a regular basis.
 - TM regularly evaluates instructors and provides constructive feedback for improvements in delivery and presentation skills.
 5. Analyze learning event effectiveness in terms of instruction and learner outcomes.
 - The TM reviews the evaluation results available.
 - The TM reviews quality data to see if there is a correlation between training offered and improvements in data.
 6. Identify performance gaps.
 - TM consults with leadership regarding areas of concern in performance measures.
 - TM reviews talent management tools available and makes recommendations for learning activities to address performance gaps.
 7. Collaborate with managers to develop goals to improve individual and organizational performance.
 - TM regularly communicates with leadership and assists with the development of individual development plans and specific organizational goals.
 - TM recommends development of our leadership staff to allow them to better develop their employees.
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Section II: Responsibilities, contd.

Customer Service and Engagement

As a learning and development program consultant, the TM responsibilities are to:

1. Recommend appropriate technology and methodology in workforce learning programs and activities.
 - TM assesses available technology to see where improvements could be made for learning activities.
 - TM reviews division learning programs and keeps leadership informed of ways to improve delivery and effectiveness.
 2. Consult and advise RO leadership regarding the status of learning and development programs and their alignment with organizational goals and workforce needs.
 - TM should be knowledgeable on the NTC requirements and ensures learning activities work towards completion of these requirements.
 - TM works with leadership to develop station determined training based upon the needs of divisions and teams.
 3. Provide guidance to ensure all who are responsible for workforce training and development have a clear understanding of agency expectations as well as the tools necessary to effectively implement learning and development activities.
 - TM leads the instructional teams by communicating clear expectations and standards of conduct in classrooms and recording requirements.
 - TM provides regular development of instructors to ensure they are up-to-date on equipment usage and software.
 4. Consult with leadership and managers about creating and sustaining a highly talented workforce.
 - TM makes recommendations for employee development as well as technical training offerings.
 - TM encourages IDPs and recommends available self-improvement courses to ensure employees can develop as highly competent staff and also improve job satisfaction.
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Section II: Responsibilities, contd.

Customer Service and Engagement, contd.

5. Mentor local training personnel to ensure instructional quality and appropriate training content delivery.
 - TM regularly provides instructional support to include training, feedback and one-on-one mentoring of instructional staff to assist in their development.
 - TM communicates to leadership and instructors the requirements for using approved content in training delivery.
 6. Consult regularly with RO leadership regarding learning goals and strategic plans to meet the workforce needs.
 - TM regularly communicates with leadership to ensure required goals are met for each division and employee.
 - TM makes recommendations for improvements in learning to meet division and organizational goals.
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Section II: Responsibilities, contd.

Organizational Support

As the learning and development organizational supporter, the TM responsibilities are to:

1. Advise leadership about workforce learning and development opportunities and tools to support efforts to improve both individual and organizational performance.
 - TM should be familiar with offerings and talent management tools which would benefit an individual employee, and communicates opportunities to management.
 - TM regularly communicates learning opportunities and talent management tools for their organization.
2. Maintain a strong relationship and communication system with learning partners across the administration.
 - TM builds a communications plan to ensure all learning partners, including leadership, instructors, employees, VSOs and contractors are aware of training requirements and available developmental opportunities.
 - TM demonstrates professional customer service to all involved with and attending training.
3. Remain up-to-date on national training initiatives and ensure RO learning and development programs are aligned with agency goals.
 - TM attends all required conference calls, courses and workshops, and continues to update his/her knowledge of requirements for training in each business line.
 - TM regularly utilizes on-line SharePoint sites and/or information portals containing communications and national directives for training.
4. Continue self-development efforts and demonstrate life-long learning behaviors.
 - TM completes his/her own training requirements on-time and models good learning behaviors.
 - TM tries to learn a new skill each year to improve his/her program management of training.
5. Ensure learning needs are identified and addressed in the field in accordance with national level training units.
 - TM should be familiar with national level training content available.
 - TM communicates the learning needs to leadership and makes recommendations for training activities.
6. Participate in VBA-sponsored opportunities, such as workshops, to maintain awareness of organizational activities and personal development.
 - TM participates in all TM workshops, training and conference calls.
 - TM continually maintains their knowledge of learning activities available for technical and personal development of employees.

Other Training-Related Duties

The TM may be responsible for performing additional training-related duties, to include:

1. Collaborate on the training budget
2. Maintain RO Training Circular
3. Conduct training when appropriate

Section III: Training and Development

Introduction

The Training Manager (TM) position is both challenging and rewarding. Being an effective TM requires the individual be highly trained with a broad range of skills. Learning these skills requires the TM to follow a training path, including both mandatory and recommended training.

Mandatory Training

The TM must complete all of the training listed below in order to establish a foundation upon which to build:

- Initial TM Training Curriculum
- Training Managers Workshop or Virtual TM Training Seminar
- Talent management tools training
- Technical training related to reporting requirements (e.g., Microsoft Excel)

Recommended Training

The TM is encouraged to complete training to enhance their skills in the following areas:

- Written and oral communication
- Customer service
- Principles of adult learning
- Principles of instructional design
- Practical instructional experience
- Training material design and development (e.g., PowerPoint presentation, flip charts, etc.)
- Proper operation of technology-related equipment
- ITC Course Modules, particularly
 - Instructor Training Course Common Core Essentials Module (TMS# 3821724)
 - Instructor Training Course Evaluating Classroom Instruction (TMS# 3836216)

Section IV: Resources

Introduction

A variety of online resources are available to Training Managers (TMs) to help them perform their daily duties.

Veterans Benefits Administration (VBA)

The following is a list of websites that may provide resources needed to accomplish the TM's job (this is not an all-inclusive list):

- VA Learning University: <http://www.valu.va.gov>
 - PA&I: Performance Analysis and Integrity:
<http://vbaw.vba.va.gov/bl/20/opai/pai/wkld/2010/files/pai.htm>
 - American Federation of Government Employees (AFGE) Master Agreement
http://www.va.gov/LMR/docs/Master_Agreement_between_DVA_and_AFGE-fin_52311.pdf
 - VA Handbook 5015 – Employee Development :
http://vaww1.va.gov/vapubs/viewPublication.asp?Pub_ID=217&FType=2
 - VA Handbook 5015/1 – Employee Learning and Professional Development:
http://vaww1.va.gov/vapubs/viewPublication.asp?Pub_ID=518&FType=2
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Services within VBA

- Compensation Training:
http://cptraining.vba.va.gov/c&p_Training/
 - LGY Training: <http://vbaw.vba.va.gov/bl/26/index.htm>
 - VR&E Training: <http://vretraining.vba.va.gov/>
 - EDU Training: <http://edutrainig.vba.va.gov/>
 - Benefits Assistance Service (BAS):
<http://vbaw.vba.va.gov/bl/27/index.html>
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Education Development and Training

- ED&T: <http://vbaw.vba.va.gov/bl/edt/index.htm>
 - Training Managers resource Center (TMRC):
<https://www.ttande.org/VBATMRC>
 - Learning Catalog: <http://hvnc.gdit.com/lc/>
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Evaluation

TMs use the following resource to review the basic tenets of the four levels of evaluation; to show the business value and worth of training:

- The Kirkpatrick Four Levels of Evaluation:
<http://www.kirkpatrickpartners.com/Portals/0/Storage/Kirkpatrick%20Four%20Levels%20white%20paper%20updated%2010%2009.pdf>