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| Document ID  **ITTS105** | Title  **IT USER-STAFF TRAINING PLAN** | Print Date  **mm/dd/yyyy** |
| Revision  **0.0** | Prepared By  **Preparer’s Name / Title** | Date Prepared  **mm/dd/yyyy** |
| Effective Date  **mm/dd/yyyy** | Reviewed By  **Reviewer’s Name / Title** | Date Reviewed  **mm/dd/yyyy** |
|  | Approved By  **Final Approver’s Name / Title** | Date Approved  **mm/dd/yyyy** |

**Policy:** To improve the Company’s performance by reducing training/skill gaps, anticipating the Company’s training/skill needs, and continually improving training availability and methods.

**Purpose:** Determine required competence levels for (a) non-technical personnel using the Company’s computer systems to perform tasks and (b) Information Technology personnel; provide training or take other actions to satisfy training requirements and evaluate the effectiveness of actions taken; provide personnel (especially technical personnel) with a training path or guide, whereby courses build on one another and promote a skill set that benefits the individual and the Company.

**Scope:** This procedure applies to all employees who use the Company’s Information Technology systems and network to perform their jobs.

**Responsibilities:**

Information Technology Managers, the Human Resources Manager, and the Information Technology Security Manager are jointly responsible for developing and administering the Information Technology Training Plan, ensuring that personnel have requisite training coming into various Information Technology positions or can get adequate training quickly, ensuring that all personnel have guidance and support for training and training plans, and ensuring that all personnel are updating their skill portfolios. They are also responsible for implementing changes to the Plan, as needed.

The Training Review Committee is responsible for reviewing and approving the Information Technology Training Plan and any changes to the Plan. The Committee shall, at a minimum, consist of the Company’s chief executive and chief financial officers, in addition to the Human Resources Manager and Information Technology Managers - which shall jointly chair the Committee – and the Information Technology Security Manager.

**Procedure:**

## 1.0 PLANNING IT USER-STAFF TRAINING

1.1 The Human Resources Manager and Information Technology Managers shall jointly conduct a training needs assessment, which should include the following, at a minimum:

* Identifying Company positions using information technologies and determining skill and knowledge requirements (i.e., competency levels) for all such positions. Human Resources should have a list of skill and experience requirements, by position (if not, they must be developed before proceeding);
* Assessing current skill and knowledge levels of all employees using information technologies;
* Reviewing ITAD110-2 USER SATISFACTION SURVEY for training requests and requirements; and
* Determining future requirements by reviewing and analyzing such resources as the Company’s Strategic Plan and Information Technology Plan, Information Technology standards and best practices, technology trends, and legal/regulatory requirements.
  1. Information Technology Managers shall conduct a gap analysis, determining the difference between what the Company’s knowledge and skills requirements are and will be (what are its short-term and long-term requirements) and what are the current capabilities and skills.
  2. The Information Technology Security Manager shall review security training gaps (using such information as is contained in ITTS102-1 TECH SUPPORT LOG) and determine possible methods for closing those gaps, to ensure that all personnel are aware of and are playing an active, ongoing role in Information Technology security in the course of performing their normal duties.
  3. Human Resources and Information Technology Managers shall jointly develop an Information Technology Training Plan, using the gap analyses mentioned in 1.2 and 1.3, above. The Plan shall include objectives, goals, and timelines, as well as estimates of resource and financial requirements for implementing the Plan. The Plan shall be submitted to the Training Review Committee for its review.
  4. The Training Review Committee shall review the proposed Information Technology Training Plan. The review process may include adjustments to the Plan and budget to ensure training objectives are relevant, challenging, and achievable.
  5. Information Technology Managers and the Human Resources Manager shall implement the Information Technology Training Plan. Information Technology Managers shall communicate the Plan to all employees. The Human Resources Manager shall be responsible for ensuring adequate technical training of every employee.

1. **THE IT USER-STAFF TRAINING PLAN**
   1. Information Technology Managers shall develop and maintain a list of minimum technical skills and knowledge required to perform the primary duties of each Information Technology position (see ITTS105-1 ITS TRAINING REQUIREMENTS LIST). Information Technology Managers should include cross-training and succession planning guidelines, to ensure backup for key personnel.

There shall also be an Information Technology security awareness training requirement for every employee. All employees are to be made aware – and such awareness maintained – that they each are responsible for the security of Information Technology assets in the course of their normal work.

The Human Resources Department shall maintain a training record on each employee, indicating (at a minimum) the employee ID, the training (course) received, and when the employee was trained. ITTS105-2 IT TRAINING LOG may be used as a guide.

* 1. The Human Resources Department, in conjunction with Information Technology Managers, shall develop and maintain a training plan for each employee, so that an employee shall continue to acquire technical skills that meet the Company’s short- and long-term requirements, in accordance with the Information Technology Plan.
  2. The Human Resources Department shall ensure that all new employees (or employees new to a given position) receive the necessary technical and security training to perform their duties. Types of training, dates, times, and locations will be arranged for and communicated to employees.
  3. Employees may receive ongoing technical and security training, depending on the requirements of the position, project requirements, and Company requirements. Employees or their supervisors may request technical training and ongoing technical training needs should be evaluated and training administered in accordance with ITAD105-1 INFORMATION TECHNOLOGY PLAN.
  4. Training on the Company’s proprietary software shall be administered in-house. Training on off-the-shelf software shall be administered by a qualified third party. Third-party training vendors shall be evaluated and selected in accordance with ITAM103 IT VENDOR SELECTION.
  5. Training facilitator, facilities, dates, course durations, materials, and prerequisites for each course shall be arranged and communicated by the Human Resources Manager in advance of individual courses being offered.
  6. Trainees shall be given an opportunity to evaluate courses. The Human Resources Manager shall be responsible for collecting evaluations and shall evaluate and report on course evaluations to the Training Review Committee on a quarterly basis.

1. **IT USER-STAFF TRAINING PLAN EVALUATION (REVIEW)**
   1. Information Technology Managers and the Human Resources Manager shall review the Information Technology Training Plan and report their observations and findings to the Training Review Committee on an annual basis. The Training Review Committee shall review observations and findings with respect to ITAD105-1 INFORMATION TECHNOLOGY PLAN and recommend possible changes to the Information Technology Training Plan.
   2. The Training Review Committee shall require an external audit of the Information Technology Training Plan to be conducted once every two years.
2. **IT USER-STAFF TRAINING PLAN UPDATE**
   1. Where changes to the Information Technology Training Plan are required, Information Technology Managers and the Human Resources Manager shall update the Plan and communicate such changes to employees.
   2. Within three months of the Plan being updated, the Training Review Committee shall review training records and employee evaluations to see whether updates have been implemented and if they are achieving the desired results.

**Forms:**

* ITTS105-1 ITS TRAINING REQUIREMENTS LIST
* ITTS105-2 ITS TRAINING LOG

**References:**

1. **ISO 9001:2008 STANDARD – QMS REQUIREMENTS, CLAUSE 6.2.2 (COMPETENCE, AWARENESS, AND TRAINING)**

This clause of the ISO standard states that an organization managing for quality improvement must determine required levels of competence for personnel, provide training or take other actions to satisfy required competence levels and evaluate effectiveness of such actions, ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of quality objectives, and maintain appropriate records of education, training, skills, and experience.

1. **ISO/IEC 27002:2013 – INFORMATION TECHNOLOGY-CODE OF PRACTICE FOR INFORMATION SECURITY MANAGEMENT**

For more, see <http://www.iso.org/iso/catalogue_detail?csnumber=54533>.

1. **COBIT CONTROL OBJECTIVES, 5TH EDITION (2012)**

Control Objective DS7, “Educate and Train Users”, specifies control objectives for user education and training.

For more information on COBIT or the COBIT Control Objectives, visit <http://www.isaca.org/> or <http://www.itgi.org>.

**Additional Resources:**

None.

**Revision History:**

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| **Revision** | **Date** | **Description of Changes** | **Requested By** |
| 0 | mm/dd/yyyy | Initial Release |  |
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**ITTS105-1 ITS TRAINING REQUIREMENTS LIST**

|  |  |
| --- | --- |
| **Job Title** |  |
| **Grade:** |  |
| **Technical Requirements For This Job:** |  |
| **Next Job Title In Normal Career Path:** |  |
| **Next Job Grade:** |  |
| **Technical Requirements For Next Job:** |  |

**Prescribed Career Path:**

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**ITTS105-2 ITS TRAINING LOG**

**Employee Name:**

**Employee ID:**   **Department:**

**Employee Title / Grade:**

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| --- | --- | --- | --- | --- | --- |
| **COURSE ID** | **PREREQ COURSE ID** | **CERT. COURSE?** | **START DATE** | **END DATE** | **PASS / NO PASS** |
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**HR Management:**   **Date:**

**IT Management:**   **Date:**

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