

WHEREAS, The Committee on Taxation and Fiscal Matters, as part of an intensive survey of the operations and compensation policies of the several agencies and departments of the State Government, was concerned over the lack of any centralized and coordinated supervisory training programs for the benefit of new employees in the State service; and

WHEREAS, a Sub-Committee of the Committee on Taxation and Fiscal Matters made the following comments upon the need for an expanded training program :

“The Committee finds that there is a lack of training facilities in the State, that generally speaking, such training as exists is conducted without central stimulation, guidance, coordination or supervision. Particularly glaring is the omission of supervisory training programs under which the persons responsible for the performance of subordinates are not indoctrinated in the effective methods of supervision. The Committee recommends institution of an effective training program as a means of improving the standard of performance within the State service.

“There should be a new position created within the office of Commissioner of Personnel, to be filled by a thoroughly trained and qualified specialist in training whose duty would be to work with the operating agencies in development of an over-all state-wide training program in all employing units. We do not wish to derogate those units which already may have good training programs, but we feel that such programs should not be limited to those departments where those in authority have given it proper attention. The people of the State are entitled to be served by efficient, well-trained personnel.

“Each department, agency or institution should designate one person whose responsibility it should be to see that training is carried out properly and effectively. The State training director should have direct liaison with that person. Just as in the previous recommendation about personnel directors, this work in many instances will involve only a small amount of time, while in others it may require a full-time employee. This Committee is confident that increased efficiency, improved morale and a better State service will be the result of the establishment of a comprehensive training program.

“Because of the range of functions performed by State employees, training programs must be sufficiently flexible to meet the varying needs of different departments. At the same time, however, these programs should be designed to cover such fundamental areas as: supervisory training and executive development; induction and training of new employees; instruction in the knowledge and skill required by each job; work performance follow-up during the probationary period; and training for upgrading purposes.

“The role of the State training director would involve making a continuous study of the existing training programs and training needs. Through consultation and service activities, he should assist the appropriate departmental personnel in carrying out their specific training functions.” now, therefore be it

*Resolved by the General Assembly of Maryland, That the State Commissioner of Personnel be urged to create within his department a new position charged with the duty and responsibility of developing*