

(3) *There shall be no discrimination because of age, race, creed, color, national origin, or sex in the selection of employees for training.*

(h) *Evaluation of Training.*

(1) *Each department shall provide for the evaluation of the results and effects of all training provided its employees and report the results to the Commissioner in such manner as he may prescribe.*

(2) *Decisions as to the specific manner and means of evaluation to be used, should be reached prior to the start of each training program rather than during the program or at its conclusion.*

(i) *Exchange of Training Information*

*Each department shall, upon the request of the Commissioner, or at such time in such manner as it deems appropriate, inform the Commissioner and such departments as may be especially concerned of new, different or particularly successful training practices or materials which it develops or acquires.*

(j) *In-Service Training*

(1) *Authorization of In-Service Training*

(a) *Department heads are assigned operating authority and responsibility for in-service training. This authority and responsibility may be re-delegated within their departments.*

(b) *Department heads are authorized to approve the participation of their employees in inter-agency training programs and may pay for the necessary expenses of such training. This authority may be re-delegated within departments.*

(2) *Determination Requirements*

*Out-service training may be used only after determination by the department concerned that there is no in-service training within the State agencies which is readily available and which can reasonably be used.*

(3) *Training Resources*

*Department heads and their administrative personnel at all levels should give continuing attention to building a reservoir of talent and resources, to meet a progressively large number of training needs. In developing resources, consideration should be given to those described immediately below:*

(a) *Supervisor:*

*The supervisor is the most important resource in meeting training needs. A recognized integral part of the job supervision is that of guiding and assisting employees to learn how to do their jobs more efficiently and to develop their potential to the fullest extent possible. The supervisor is the one individual who knows most about the people he manages and the job he controls, and in this respect is the best resource for on-the-job instruction. The qualities that presumably prompted his selection for a supervisory position should make him more receptive to guidance in methods of instructions than others in his organizational unit. Quite often, the work performed is of such a specialized nature that only those who do it or supervise it are*