

(i) *Exchange of training information.*—Each department shall, upon the request of the Secretary, or at such time in such manner as it deems appropriate, inform the Secretary 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 redelegated within their departments.

(B) Department heads are authorized to approve the participation of their employees in interagency training programs and may pay for the necessary expenses of such training. This authority may be redelegated 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 qualified to teach it. In addition, there is a positive psychological benefit to be derived from the coach-learner relationship when the supervisor guides and aids his employees in learning how to do their jobs more effectively. No phase of the training program can succeed unless all supervisors and managers discharge their training responsibilities. Therefore, the most fruitful training activity that can be carried on is that which will prepare managers at all levels to bring about increased competence among the work force.

(B) Skilled and experienced employees: When it is not possible for the supervisor to do all the on-the-job training himself, use can be made of experienced and skilled employees under the guidance of the supervisor responsible for the work. It is imperative, however, that individuals chosen to do the training be selected with care. Using experienced and skilled personnel as a training resource in no way relieves the supervisor of his training responsibilities. It merely provides him with assistance in meeting the training needs of the employees assigned to his organizational unit. Planning what training is to be given, to what employees and when it is given, is a key management responsibility.