

(C) Specialist personnel: For job related topics such as safety, employee recognition, financial management, etc., specialists are usually available for staff assistance to the supervisor and to serve as instructors in their subject matter areas. This group of personnel should not be overlooked in considering expanding local training resources.

(D) Physical facilities: Physical facilities to carry on needed training programs should be adequate in terms of space, lighting, ventilation and equipment, and of such nature as to communicate a positive and supportive attitude on the part of top management toward training.

(E) Audiovisual training aides: When properly integrated with the subject content of a training course, audiovisual aides can be used to enrich the learning experience of the participant. Movie and slide projectors, tape recorders and other types of training aides are available through the various agencies of the State and can be secured on a loan basis. The training division of the office of the Secretary is also available to help agencies to locate appropriate films, tapes, slides and similar type items for use in training programs.

(F) Training materials: There is considerable training material available which can be used with little or no change in preparing units of training. Use of existing materials makes it possible for those developing training course content to save time, trouble, and expense, and to take advantage of the experience of others. In this connection, maximum use should be made of training materials and courses developed by all governmental resources (State and federal). Modification and adaption of these materials for a local use are encouraged.

(G) Pooling of resources: Departments and interdepartmental divisions should cooperate to the maximum extent necessary in pooling resources, facilities, and talents in meeting common training needs. Larger organizations should accommodate the smaller organizations having limited capabilities for training to participate in their training programs. Arrangements may be made for a pro rata portion of the cost of such shared training. The office of the Commissioner will assist small agencies in arranging for in-service training with other agencies.

(k) *Out-service training.*—(1) Authorization of Outside Training. (A) The Secretary may delegate the authority to department heads to approve employee out-service training provided the following conditions are met:

(1) Training does not exceed one hundred and twenty classroom hours per each six months;

(2) Tuition and related fees do not exceed three hundred and fifty dollars per participating employee per each six months;

(3) The agency has certified within fifteen work days after the out-service training has started, that the training is in accordance with policies, procedures, and regulations of the State.

(B) Authority to approve employee's participating in any single outside training program, in excess of one hundred and twenty hours duration for any six-month period or which involves expenditures