

## Chapter 3

### Training-Career Development

#### 3.0 Introduction

The Department of Transportation's training policy:

- Promotes and provides training and development opportunities for employees in their current positions,
- Prepares them for advancement.
- Prepares them for changes in responsibility in the Department.

The policy establishes rules for administering the Department's training program and to provides equal opportunities for training and development to all employees. Participation will not be granted or denied on the basis or race, sex, creed, color, national origin, age disability, religion, political belief or marital status.

For the complete MDT training policy, refer to Montana Operations Manual, Personnel Policies and Procedures Manual, Volume III, 3-0801.

#### 3.1 Training Program Goals

The goals of the MDT Training Program are to

- support employee development that promotes competence, is cost effective and meets Department goals,
- provide opportunities to improve employees' knowledge and skills through formal, on-the-job training and cross training,
- coordinate training to avoid fragmentation and duplication of effort,
- provide equal opportunity for employees to participate in training and other employee development programs,
- increase awareness of training opportunities.
- promote, develop and evaluate transference of training to job performance,
- promote, expand and evaluate organizational and individual development efforts,

#### Training and Development Priorities

The following priorities are established to provide direction for investing in training and in employee development. Supervisors will use these priorities as a guideline when approving training requests and determining the amount the Department will contribute towards an employee's training expenses.

- Required training for Department employees in their current positions.
- Required training for a training assignment,

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- Required training addresses deficiency in an employee's qualification or skills for his/hers current position.
- Job-related training to improve an employee's performance in his/hers current position.
- Training needed for advancement that will also benefit the Department.

#### **Responsibilities**

##### **Area and District Administrators**

The area and district administrators will support training and application of training on the job and encourage employee and organizational development. Administrators will

- designate a staff member to act as a training coordinator. In the district offices, the personnel specialist will act as the training coordinator.
- notify the Organizational Development Bureau before entering into contracts for training,
- ensure funds, resources and opportunities, to the extent possible, are available to train employees.

##### **Organizational Development Bureau**

The Organizational Development Bureau promotes employee and organizational development in the Department and provides training programs and services to employees at all levels. The Bureau will:

- Work with supervisors and management to identify training and development needs to maintain a program that meets identified needs.
- Conduct, coordinate or delegate training program responsibilities.
- Maintains records of all training taken by Department employees.
- Maintain a central training resource distribution center.
- Evaluate training programs and make recommendations upon request.
- Review research findings and current trends and locate available resources for training, which may include in-house training, train the trainer programs and contract or consultant training.
- Contract with external trainers or consultants to provide training, and provide assistance to managers when contracting training.

##### **District Personnel Specialists and Area Training Coordinators**

District Personnel Specialist and Area Training Coordinator will:

- help identify employee-training needs,
- help plan and coordinate training and notify the Organizational Development Bureau of planned training,
- coordinate and request external training through the Organizational Development Bureau,
- provide copies of all Employee Training Applications and all Instructor Report Forms to the Organizational Development Bureau upon completion of training,
- provide copies of training assignments to the Human Resources Division,

### **Supervisors**

Supervisors will:

- conduct or arrange on-the-job training,
- assist in identifying employee's training needs and formulation training objectives,
- encourage employees to apply skills learned to their jobs,
- indicate the level of support the Department will provide and define what constitutes successful completion if required for Department payment or reimbursement,
- identify and prioritize employees training needs and provide this information to the Personnel Specialist, training coordinator or Organizational Development Bureau for help in locating appropriate training. The training may be for individuals or for specific groups, but the intent is to ensure the needs of employees are taken into consideration before priorities are assigned,
- provide time, resources and funds for training activities to the extent possible,
- ensure that employees are given equal opportunities for training,
- review and approve training request. Send copies of training applications to Organizational Development Bureau and training coordinator,

### **Employees**

Employees will:

- identify training needs and work with supervisor to determine how to best meet those needs,
- actively participate in all training,
- submit an S&T form 1B to supervisor for approval prior to receipt of any training. If training cost will be reimbursed, be sure supervisor specifies on this form the conditions and the amount of reimbursement that will be received,
- discuss with supervisor how this training will be used on the job,
- provide evidence of successful completion of training or education and receipts for costs incurred for reimbursement,
- discuss with supervisor the impact or validity and quality of the training,
- apply skills obtained through training to the job and share new knowledge with others.

### **Approval Criteria for Training Requests**

The level of commitment for departmental resources for training may vary. Consider the costs and benefits of the training or employee development to the Department and whether comparable training opportunities can be provided for employees who need it.

For analysis of the benefits consider the following:

- How the training will improve the employee's job performance.
- How the training will improve performance of employee's potential job duties.

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- How the training will contribute to the employee meeting current and future Department goals and objectives.

For analysis of the costs, consider the following:

- Actual costs of the training to the Department including tuition, fees, transportation, per diem and subsistence allowance, if any.
- Costs to the Department for employee's time in training, including loss of employee's productivity and other costs such as overtime or compensatory time for other employees and/or the cost of hiring a temporary replacement.
- The impact on the Department's budget.

**Training Denial**

A supervisor who doesn't approve an employee's request for training (S&T Form 1B) must give a copy of the application to the employee with the reasons for the denial.

### 3.2 Required Training

The following is the minimum training requirement for MDT employees. Training will be made available on an annual basis.

<b>Training</b>	<b>Personnel Effected</b>	<b>How Often/No. Of Hours</b>
Civil Rights	All Personnel	Every 2 years for 2 hours
First Aid/CPR	All employees who work in areas not reasonably accessible to medical facilities	Every 2 years
Blood borne Pathogens	All employees reasonably anticipated to be exposed to blood or body fluids	Annually
New Employee Orientation	All new employees (Includes safety training and general orientation)	Within 90 days of hire
Job-Specific Safety Training	All employees	Prior to performance of a job task without direct supervision.
Management Training	Pre-supervisory  Management	Prior to assuming a supervisory position unless employee has supervisory experience.  Core management courses required by the department or comparable experience of training.
Driver Training	All employees who drive state vehicles	Every 3 years. Defensive or advanced driving training or the refresher course meets this requirement.

#### Use of Training Funds

The use of training funds is covered in the Montana Operations Manual, Personnel Policies and Procedures Manual, Volume III -0801, p. 9-12. Refer to this manual for procedures involving reimbursement of costs, paying training costs, and compensation for time in training.

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**3.3 Maintenance Technician Series Career Ladder Policy**

**Purpose**

The purpose of the career ladder is to provide a system for promoting permanent employees within the Maintenance Technician Series. (See individual union contract for particulars.)

**Certification Board**

The Certification Board consists of four members-two members from the representative union and two members from management of the Montana Department of Transportation Maintenance. The board serves to resolve disputes regarding the career ladder.

The Certification Board does the following in developing the certification test:

- Approves certification requirements, test bank questions and answers for the maintenance career ladder program.
- Determines the number of questions on each test.
- Updates written test.
- Determines appropriate practical test curricula and criteria for evaluating the exams.

**Certification Committee**

The Certification Committee consists of three members selected by the Area Field Bureau Maintenance Chief in each maintenance area. Committee membership will be voluntary and for an established term on a staggered schedule determined by the Maintenance Bureau Chief. The Maintenance Bureau Chief may also utilize certification committees from other Field Maintenance Areas.

Members of the board are required to have considerable knowledge about the maintenance series equipment and be at least at the same grade level of the positions they are reviewing. At least two of the members must be experienced operators of equipment covered by the practical tests.

The certification committee administers existing practical tests until the Certification Board amends the tests. The board also reviews the Information Packet submitted by the employee.

**Information Packet**

The employee maintains the Information Packet, which includes the following:

- Documentation of required experience at the appropriate maintenance technician level.
- A list of the documented classroom and practical experience.

A completed Information Packet must be submitted to the Certification Committee by March 1 to be considered for the April testing date and September 1 to be considered for

the October testing date. Only years of time in grade, practical experience and classroom training received will be considered for evaluation through March 1 or September 1 depending on the test cycle.

### **3.4 Career Ladder Policy**

The policy applies to permanent employees in the Maintenance Technician Series.

- A permanent employee will be eligible for promotion when he/she has met the requirements of the policy. The effective date for promotion will be either the first full pay period in May or November (depending in which testing cycle the employee participates).
- Promotion to the Maintenance Technician II (grade 8) and Maintenance Technician III (grade 9) is allowed without a vacancy provided an employee has met the certification requirements.
- Time in grade, classroom experience and practical experience must be completed before an employee can be tested.
- A permanent employee in the Maintenance Technician Series will be “grand fathered at his/her present level and given credit for experience from the date of his/her last promotion.
- A permanent employee in a grade 7 or 8 who has sufficient experience to move to the next level will be allowed to test at that higher level. If the employee doesn't pass the test, he/she will be required to take the classroom, and if applicable, the practical training in the subject areas he/she didn't pass before being allowed to test again.
- A one-time option is available when the career ladder is implemented. An employee will be allowed to test twice in the first year of the program. After that, an employee may test twice in each contract period. An employee may only test for the next grade level.
- Effective pay period begins May 6, 2000. No differential will be paid for work performed in a higher classification within the Maintenance Technician Series (Grades 7, 8, and 9).
- A permanent employee in the classification of Laborer (grade 5), Service Combination A (grade 6), Service Combination B (grade 8), or Stock person (grade 7), can be included in this policy; however, he/she must begin as a Maintenance Technician I after he/she has successfully completed the selection process and is selected for the vacancy.
- A temporary being considered for a permanent Maintenance Technician I vacancy will be given credit for all experience as a Maintenance Technician I. He/she must also successfully complete a competitive selection process at both the selection for initial hire and permanent hire.
- The policy supersedes the staffing levels outlined in Section 6 of the Addendum to the contract for the Maintenance Technician Series.

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- Seniority within the field maintenance area will be the controlling factor for an employee desiring to transfer to a vacant position within the Maintenance Technician Series.

**Certification Requirements**

The Certification committee will certify employees for two levels:

<b>Title</b>	<b>Grade</b>	<b>Class Code</b>
Maintenance Tech II	8	999308
Maintenance Tech III	9	999309

To be considered for promotion, an employee must submit the Information Packet and meet the time-in grade requirements and pass written and practical exams as outlined in this policy.

The effective date for promotion will be either the first full pay period in May or November (depending on which test cycle an employee participates in).

**Technician II Certification**

An employee classified as a Maintenance Technician I (grade 7) will be promoted to a Maintenance Technician II (grade 8) when he/she has completed the following:

- **Training: Twenty-eight (28) hours of classroom training on the following topics:**

<b>Training</b>	<b>Hours</b>
Traffic Control	4
MMS	8
Manual Review*	4
Management and communications	8
Instruction on tandem trucks and in-grade equipment	8

\* The requirement for this training is waived until the training is developed.

The Maintenance chief may substitute four hours of classroom training with four hours of approved videos.

- **Practical experience: Sixty-hours (60) of practical experience on the following in-grade equipment within the Maintenance Technician II series.**

Tandem Axle Truck  
 Loader

Mower  
Roller (larger than 5 ton)  
Tilt-top Trailer

The 60 hours must include 10 hours direct supervision and 50 hours on-the-job training (indirect supervision) with a maximum of 30 hours on one piece of equipment.

- **Work Experience:** Two (2) years experience as a Maintenance Technician I.
- **Testing-**Passed the written exam with at least a 70% and passed the practical with at least a 70% using actual equipment listed above.

**Maintenance Technician III Certification**

An employee classified, as a Maintenance Technician II (grade 8), will be promoted to a Maintenance Technician III (grade 9) when he/she has completed the following:

- **Training: Forty-two (42) hours of classroom training on the following:**

<b>Training</b>	<b>Hours</b>
Advanced Traffic Control	4
MMS and computer training	16
Management and communications	8
General Math	6
Instruction on in-grade equipment	8

The maintenance chief may substitute up to four hours of approved videos for classroom training.

- **Practical Experience: Ninety (90) hours** of practical experience on the following in-grade equipment within the Maintenance Technician II series

Motor Patrol  
Loader  
Backhoe  
Belly Dump Pups  
Mobile Pickup Brooms (if equipment has been assigned to this field maintenance area.)

The 90 hours must include 30 hours under direct supervision and 60 hours of on-the-job training (indirect supervision) with a maximum of 40 hours on one piece of equipment.

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- **Work Experience: Three (3) years experience** as a Maintenance Technician II.
- **Testing:** Must pass a written exam test with at least a 70% score and a practical test with at least a 70% using actual equipment listed above.

#### **General Training Information**

Hours of training in one grade do not count for hours toward a higher grade. Example: A grade 7 (Maintenance Technician I) employee needs 28 hours of classroom instruction and 60 hours of practical experience. Once he/she obtains a Grade 8 (Maintenance Technician II position) he/she needs to start to accrue necessary practical experience to qualify for a Grade 9 (Maintenance Technician III) position.

An employee shall receive a printout in January showing hours spent in classroom training. An employee is responsible for keeping records to be included in the Information Packet of his/her classroom and work experience that relates to the certification level he/she seeks.

Trainers who give practical training must verify training by completing the Safety and Training Form and sending it to the Organizational Development Bureau after the training is completed. Supervisors who give practical training should submit this form to the Organizational Development Bureau after the employee has completed the training and the supervisors have verified the required hours of practical experience have been completed for the upgrade position. A copy should also be given to the employee for him/her to include in the Information Packet.

Other Department-sponsored courses may be required as a condition of employment but are not required for career ladder advancement.

#### **Testing**

The District Personnel Specialist will be responsible for administering and scoring written exams and performing any other duties outlined in the Department's Recruitment and Selection Policy. Test questions will be taken from the test bank approved by the Certification Board.

Testing is the final step in the process. To be eligible to test, an employee must have the required in-grade experience, classroom training and practical experience. An employee will be allowed to test twice in the first year of this program. After that, an employee may test twice in each contract period, and only for the next grade level about them.

Written test will be administered the first Wednesday of April and October of each year except in emergency situations as determined by the Area Maintenance Bureau Chief. Testing will be completed as soon as possible after the emergency is over.

Practical tests may be administered at any time during the month of April and October.

### **3.5 References**

Montana Operations Manual, Personnel Procedures and Policy Manual, Volume III

MDT Employee Handbook

Agreement Between The State of Montana and Public Employees Craft Council

Agreement between the State of Montana and the American Federation of State County and Municipal Employees

Contract Addendum-Maintenance Technician Series Career Ladder Policy

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