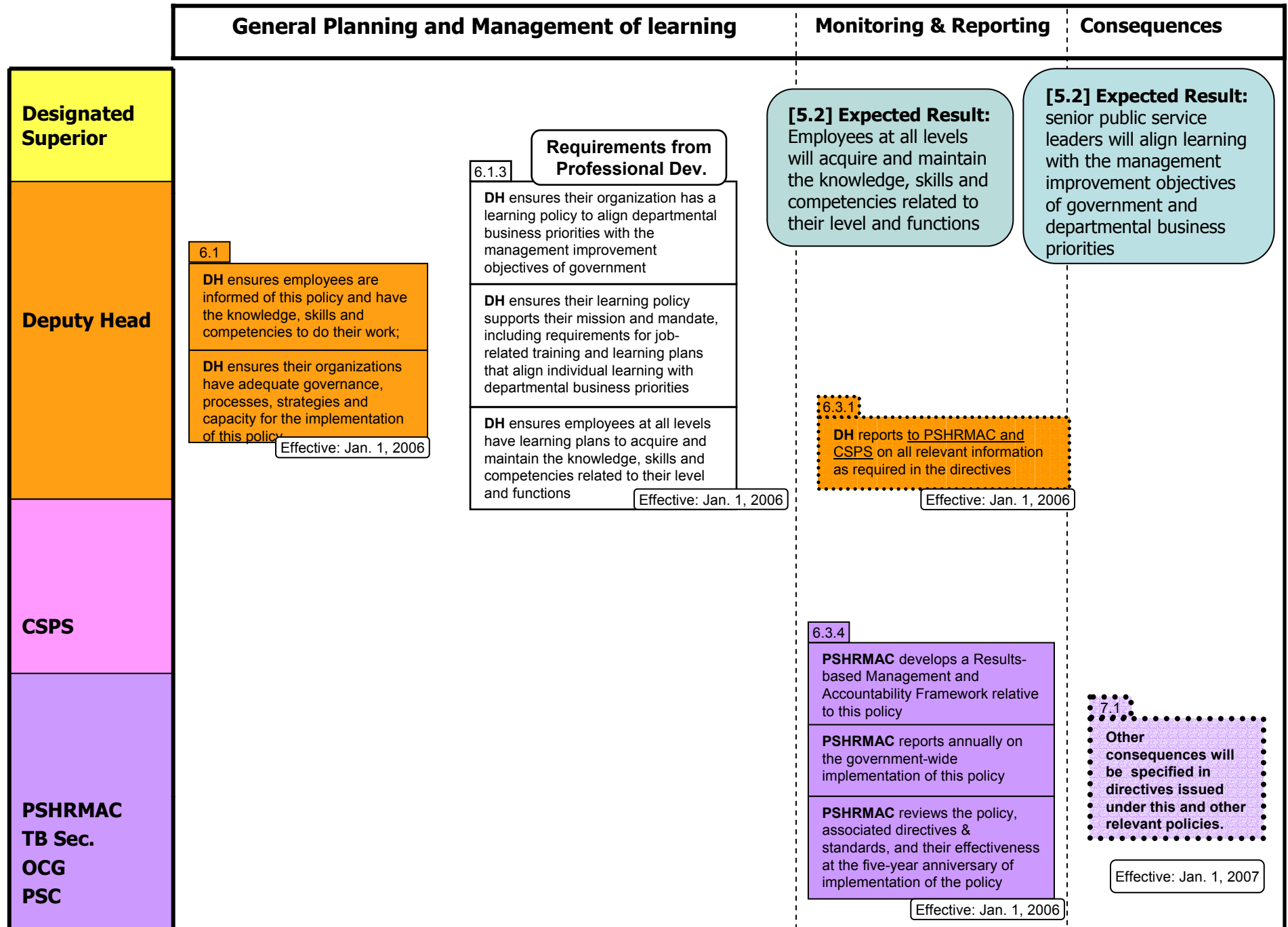# Roadmap for the Policy on Learning, Training and Development- General Requirements

	General (other than monitoring and consequences)	General Monitoring & Reporting	General Consequences
Designated Superior		**[5.2] Expected Result:** Employees at all levels will acquire and maintain the knowledge, skills and competencies related to their level and functions	**[5.2] Expected Result:** leading-edge practices in public sector management will be applied to encourage innovation and continuous improvements in performance.
Deputy Head	**6.1** DH ensures employees are informed of this policy	**Requirements from Professional Dev. interpreted as general** 6.1.3 DH ensures their organization has a learning policy to align departmental business priorities with the management improvement objectives of government	**6.3.1** DH reports to PSHRMAC and CSPS on all relevant information as required in the directives
	DH ensures their employees have the knowledge, skills and competencies to do their work	DH ensures their learning policy supports their mission and mandate, including requirements for job-related training and learning plans that align individual learning with departmental business priorities	DH provides to PSHRMAC information necessary for assessing compliance and evaluating management practices. May also be part of MAF process
	DH ensures measures are taken to strengthen organizational leadership and promote innovation through the adoption of leading-edge management practices	DH ensures employees at all levels have learning plans to acquire and maintain the knowledge, skills and competencies related to their level and functions	Effective: Jan. 1, 2006
	DH ensures their organizations have adequate governance, processes, strategies and capacity for the implementation of this policy	Effective: Jan. 1, 2006	
	Effective: Jan. 1, 2006		
CSPS	**6.2** CSPS supports DHs in their efforts to strengthen organizational leadership, apply leading-edge management practices and promote innovation	**6.2** CSPS, in collaboration with the relevant policy authorities, develops and regularly updates, courses and programs that meet the employer's knowledge standards	**6.3.4** PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy
	CSPS develops measures and standards against which to assess its programs and performance relative to this policy.	CSPS delivers these courses and programs and assesses whether participants successfully complete them	PSHRMAC reports annually on the government-wide implementation of this policy
	Effective: Jan. 1, 2006	Effective: Jan. 1, 2006	
PSHRMAC TB Sec. OCG, PSC		**6.4** These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility	PSHRMAC reviews the policy, associated directives & standards, and their effectiveness at the five-year anniversary of implementation of the policy
		Effective: Jan. 1, 2006	Effective: Jan. 1, 2006
			7.1 Other consequences will be specified in directives issued under this and other relevant policies. Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development– General Planning and Management

	General Planning and Management of learning	Monitoring & Reporting	Consequences

Designated Superior

Deputy Head

CSPS

PSHRMAC
TB Sec.
OCG
PSC

[5.2] Expected Result: Employees at all levels will acquire and maintain the knowledge, skills and competencies related to their level and functions

[5.2] Expected Result: senior public service leaders will align learning with the management improvement objectives of government and departmental business priorities

Requirements from Professional Dev.

6.1.3

DH ensures their organization has a learning policy to align departmental business priorities with the management improvement objectives of government

DH ensures their learning policy supports their mission and mandate, including requirements for job-related training and learning plans that align individual learning with departmental business priorities

DH ensures employees at all levels have learning plans to acquire and maintain the knowledge, skills and competencies related to their level and functions
Effective: Jan. 1, 2006

6.1

DH ensures employees are informed of this policy and have the knowledge, skills and competencies to do their work;

DH ensures their organizations have adequate governance, processes, strategies and capacity for the implementation of this policy
Effective: Jan. 1, 2006

6.3.1

DH reports to PSHRMAC and CSPS on all relevant information as required in the directives
Effective: Jan. 1, 2006

6.3.4

PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy

PSHRMAC reports annually on the government-wide implementation of this policy

PSHRMAC reviews the policy, associated directives & standards, and their effectiveness at the five-year anniversary of implementation of the policy
Effective: Jan. 1, 2006

7.1

Other consequences will be specified in directives issued under this and other relevant policies.
Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development– Organizational Leadership and Management Innovation

	Measures and support to strengthen	**Monitoring & Reporting**	**Consequences**

Designated Superior
View Roles & Responsibilities

[5.2] Expected Result: leading-edge practices in public sector management will be applied to encourage innovation and continuous improvements in performance

Deputy Head
View Roles & Responsibilities

6.1
DH ensures measures are taken to strengthen organizational leadership and promote innovation through the adoption of leading-edge management practices
Effective: Jan. 1, 2006

6.3.1
DH reports to PSHRMAC and CSPS on all relevant information as required in the directives

DH provides to PSHRMAC information necessary for assessing compliance and evaluating management practices. May also be part of MAF process.
Effective: Jan. 1, 2006

CSPS
View Roles & Responsibilities

6.2
CSPS supports DHs in their efforts to strengthen organizational leadership, apply leading-edge management practices and promote innovation
Effective: Jan. 1, 2006

6.2
CSPS develops measures and standards against which to assess its programs and performance relative to this policy.
Effective: Jan. 1, 2006

PSHRMAC View
TB Sec.
OCG
PSC

6.3.4
PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy

PSHRMAC reports annually on the government-wide implementation of this policy
Effective: Jan. 1, 2006

7.1
Other consequences will be specified in directives issued under this and other relevant policies.
Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development– Professional Development

	Planning and Management	Standards, Development & Delivery of Training	Monitoring & Reporting	Consequences

[5.2] Expected Result: Employees at all levels will acquire and maintain the knowledge, skills and competencies related to their level and functions

Designated Superior

Duplicated in General (Slides 1,2)

6.1.3
DH ensures their organization has a learning policy to align departmental business priorities with the management improvement objectives of government

Deputy Head

DH ensures their learning policy supports their mission and mandate, including requirements for job-related training and learning plans that align individual learning with departmental business priorities

DH ensures employees at all levels have learning plans to acquire and maintain the knowledge, skills and competencies related to their level and functions

Effective: Jan. 1, 2006

6.1
DH ensures their employees have the knowledge, skills and competencies to do their work

Effective: Jan. 1, 2006

3.6 Context

DH are responsible for ensuring timely completion of training that supports departmental priorities and the government's management improvement objectives

Effective: Jan. 1, 2006

6.3.1
DH reports to PSHRMAC and CSPS on all relevant information as required in the directives

Effective: Jan. 1, 2006

CSPS

6.2
CSPS, in collaboration with the relevant policy authorities, develops and regularly updates, courses and programs that meet the employer's knowledge standards

CSPS delivers these courses and programs and assesses whether participants successfully complete them

Effective: Jan. 1, 2006

6.2.3
CSPS provides opportunities for and supports the professional development of employees at all levels.

Effective: Jan. 1, 2006

6.2
CSPS develops measures and standards against which to assess its programs and performance relative to this policy.

Effective: Jan. 1, 2006

PSHRMAC
TB Sec.
OCG
PSC

6.4
These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility

Effective: Jan. 1, 2006

6.3.4
PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy

PSHRMAC reports annually on the government-wide implementation of this policy

Effective: Jan. 1, 2006

7.1
Other consequences will be specified in directives issued under this and other relevant policies.

Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development– Required Training: New Employee Orientation

	Planning and Management	**Standards, Development & Delivery of Training**	**Monitoring & Reporting**	**Consequences**

[5.2] Expected Result: new employees will share a common understanding of their role as public servants

Designated Superior
View Roles & Responsibilities

Deputy Head

6.1.1
DH ensures employees newly appointed to the core public administration successfully complete an orientation program

DH ensures designated supervisors allow their employees to complete the required training within a specified time

By: Jan. 1, 2007

6.3.2
DH provides information on newly appointed employees to CSPS.

Effective: Jan. 1, 2006

6.3.1
DH reports to PSHRMAC and CSPS on all relevant information as required in the directives

Effective: Jan. 1, 2006

7.1
During performance evaluation **DH** considers proportion of designated supervisor's employees who complete required training within the specified period

By: Jan. 1, 2007

CSPS

6.2
CSPS, in collaboration with the relevant policy authorities, develops and regularly updates and delivers courses and programs that meet the employer's knowledge standards

CSPS delivers these courses and programs and assesses whether participants successfully complete them

Effective: Jan. 1, 2006

6.2.1
CSPS designs and delivers orientation programs for new employees

Effective: Jan. 1, 2006

6.3.3
CSPS reports to DHs on the successful completion of training by newly appointed employees

CSPS reports to PSHRMAC and TBS on the compliance of departments/agencies with required training

Effective: Jan. 1, 2006

6.2
CSPS develops measures and standards against which to assess its programs and performance relative to this policy.

Effective: Jan. 1, 2006

PSHRMAC
TB Sec.
OCG
PSC

6.4
These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility

Effective: Jan. 1, 2006

6.3.4
PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy

PSHRMAC reports annually on the government-wide implementation of this policy

Effective: Jan. 1, 2006

7.1
Other consequences will be specified in directives issued under this and other relevant policies.

Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development – Required Training: First-time Manager Training

	Planning and Management	Standards, Development & Delivery of Training	Monitoring & Reporting	Consequences

[5.2] Expected Result: managers at all levels have the necessary knowledge to effectively exercise their delegated authorities

Designated Superior

Deputy Head

6.1.1
DH ensures <u>first-time managers</u> successfully complete the required training prior to delegating authorities

DH ensures <u>designated supervisors</u> allow their employees to complete the required training within a specified time

By: Jan. 1, 2007

6.3.2
DH provides information on first time managers at all levels <u>to CSPS</u>.

Effective: Jan. 1, 2006

6.3.1
DH reports <u>to PSHRMAC and CSPS</u> on all relevant information as required in the directives

Effective: Jan. 1, 2006

7.1
DH withholds new delegated authorities from managers and executives appointed to a level for the first time until they successfully complete the training

During performance evaluation **DH** considers proportion of designated supervisor's employees who complete required training within the specified period

By: Jan. 1, 2007

CSPS

6.2
CSPS, in collaboration with the relevant policy authorities, develops and regularly updates and delivers courses and programs that meet the employer's knowledge standards

CSPS delivers these courses and programs and assesses whether participants successfully complete them

Effective: Jan. 1, 2006

6.2.1
CSPS designs and delivers course and programs for first-time managers

Effective: Jan. 1, 2006

6.3.3
CSPS reports <u>to DHs</u> on the successful completion of training by first-time managers at all levels

CSPS reports <u>to PSHRMAC and TBS</u> on the compliance of departments/agencies with 6.1.1

Effective: Jan. 1, 2006

6.2
CSPS develops measures and standards against which to assess its programs and performance relative to this policy

Effective: Jan. 1, 2006

7.1
Other consequences will be specified in directives issued under this and other relevant policies.

Effective: Jan. 1, 2007

PSHRMAC
TB Sec.
OCG
PSC

6.4
These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility

Effective: Jan. 1, 2006

6.3.4
PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy

PSHRMAC reports annually on the government-wide implementation of this policy

Effective: Jan. 1, 2006

Roadmap on the Policy on Learning, Training and Development— Required Training: Validation of knowledge of Existing Managers & Executives
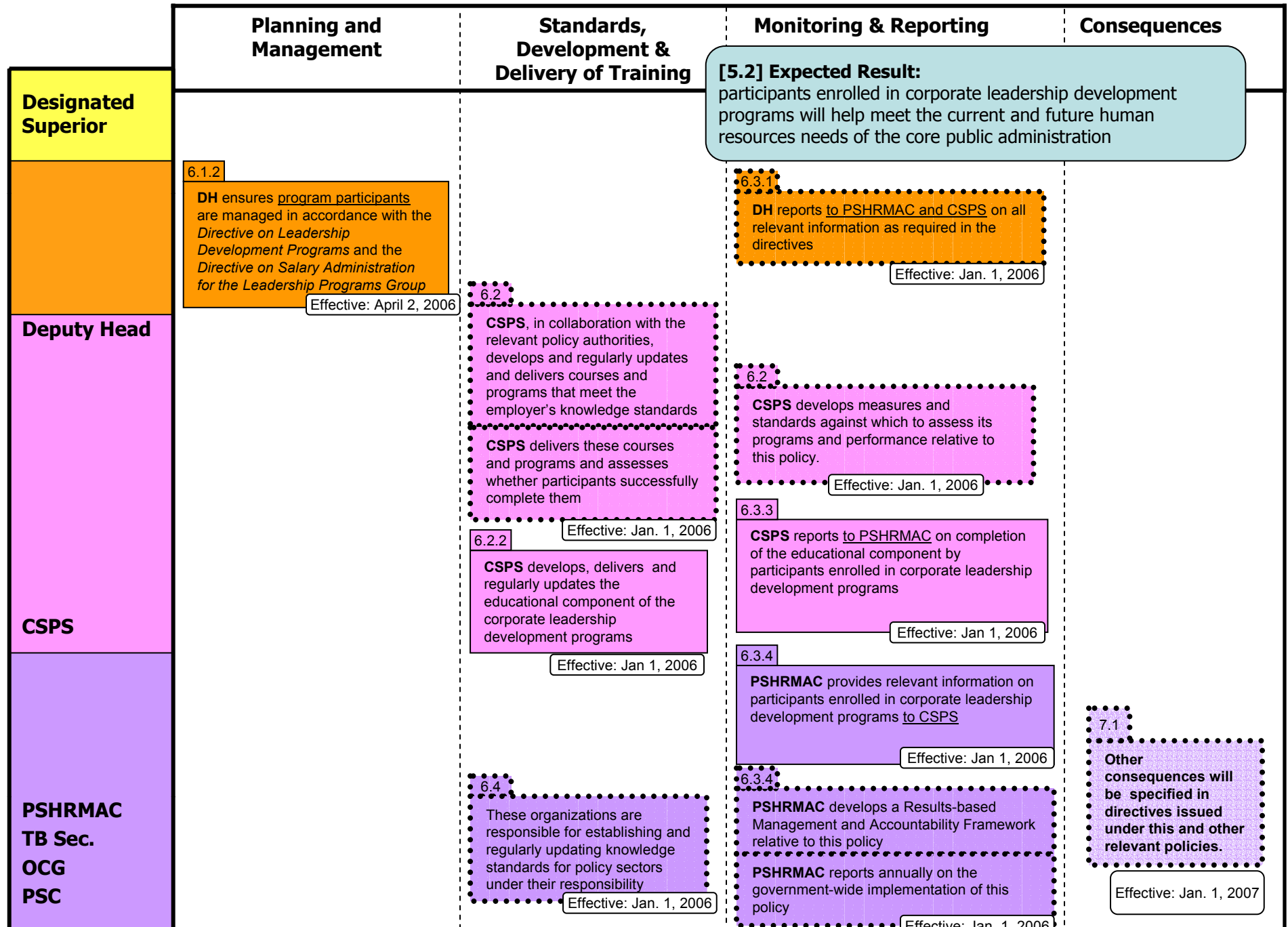
	Development of Standards & Training	Standards, Development & Delivery of Training	Monitoring & Reporting	Consequences
Designated Superior	**[5.2] Expected Result:** managers at all levels have the necessary knowledge to effectively exercise their delegated authorities			**7.1** **Designated superiors** will suspend the delegated authorities of existing managers & executives who have not demonstrated their knowledge of level-specific legal responsibilities — By: Jan. 1, 2007
Deputy Head	**6.1.1** **DH** ensures existing managers & executives validate knowledge associated w. their legal responsibilities to maintain their delegated authorities — **DH** ensures designated supervisors allow their employees to complete the required training within a specified time — By: Jan. 1, 2007		**6.3.2** **DH** provides information on existing managers & executives required to validate their knowledge to CSPS. — Effective: Jan. 1, 2006 — **6.3.1** **DH** reports to PSHRMAC and CSPS on all relevant information as required in the directives — Effective: Jan. 1, 2006	**7.1** During performance evaluation **DH** considers proportion of designated supervisor's employees who complete required training within the specified period — By: Jan. 1, 2007
CSPS		**6.2** **CSPS**, in collaboration with the relevant policy authorities, develops and regularly updates and delivers courses and programs that meet the employer's knowledge standards — **CSPS** delivers these courses and programs and assesses whether participants successfully complete them — Effective: Jan. 1, 2006 — **6.2.1** **CSPS** designs & delivers instruments for assessing knowledge for existing managers & executives — Effective: Jan. 1, 2006	**6.3.3** **CSPS** reports to the designated superiors of existing managers & executives on the results of their knowledge assessment — **CSPS** reports to PSHRMAC and TBS on the compliance of departments/agencies with 6.1.1 — Effective: Jan. 1, 2006 — **6.2** **CSPS** develops measures and standards against which to assess its programs and performance relative to this policy. — Effective: Jan. 1, 2006	
PSHRMAC TB Sec. OCG PSC		**6.4** These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility — Effective: Jan. 1, 2006	**6.3.4** **PSHRMAC** develops a Results-based Management and Accountability Framework relative to this policy — **PSHRMAC** reports annually on the government-wide implementation of this policy — Effective: Jan. 1, 2006	**7.1** **Other consequences** will be specified in directives issued under this and other relevant policies. — Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development– Required Training: Functional Specialists Training

	Planning and Management	Standards, Development & Delivery of Training	Monitoring & Reporting	Consequences
Designated Superior			**[5.2] Expected Result:** specialists in finance, HR, internal audit, procurement, materiel management, real property, information management, and other domains as may be specified, will meet professional standards established by the employer	
Deputy Head	**6.1.1** DH ensures functional specialists successfully complete training and/or validate knowledge associated w. their professional and legal responsibilities DH ensures designated supervisors allow their employees to complete the required training within a specified time By: Jan. 1, 2007		**6.3.2** DH provides information on functional specialists in the domains identified by the employer to CSPS. Effective: Jan. 1, 2006 **6.3.1** DH reports to PSHRMAC and CSPS on all relevant information as required in the directives Effective: Jan. 1, 2006	**7.1** DH considers proportion of designated supervisor's employees who complete required training within the specified period during performance evaluation By: Jan. 1, 2007
CSPS		**6.2** CSPS, in collaboration with the relevant policy authorities, develops and regularly updates and delivers courses and programs that meet the employer's knowledge standards CSPS delivers these courses and programs and assesses whether participants successfully complete them Effective: Jan. 1, 2006 **6.2.1** CSPS designs & delivers courses and programs for functional specialists Effective: Jan. 1, 2006	**6.3.3** CSPS reports to DHs on the successful completion by functional specialists of training offered by CSPS CSPS reports to PSHRMAC and TBS on the compliance of departments/agencies with 6.1.1 Effective: Jan. 1, 2006 **6.2** CSPS develops measures and standards against which to assess its programs and performance relative to this policy Effective: Jan. 1, 2006	
PSHRMAC TB Sec. OCG PSC		**6.4** These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility Effective: Jan. 1, 2006	**6.3.4** PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy PSHRMAC reports annually on the government-wide implementation of this policy Effective: Jan. 1, 2006	**7.1** Other consequences will be specified in directives issued under this and other relevant policies. Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development– Leadership Development Programs

	Planning and Management	Standards, Development & Delivery of Training	Monitoring & Reporting	Consequences
Designated Superior			**[5.2] Expected Result:** participants enrolled in corporate leadership development programs will help meet the current and future human resources needs of the core public administration	
Deputy Head	**6.1.2** **DH** ensures <u>program participants</u> are managed in accordance with the *Directive on Leadership Development Programs* and the *Directive on Salary Administration for the Leadership Programs Group* — Effective: April 2, 2006	**6.2** **CSPS**, in collaboration with the relevant policy authorities, develops and regularly updates and delivers courses and programs that meet the employer's knowledge standards — **CSPS** delivers these courses and programs and assesses whether participants successfully complete them — Effective: Jan. 1, 2006	**6.3.1** **DH** reports <u>to PSHRMAC and CSPS</u> on all relevant information as required in the directives — Effective: Jan. 1, 2006	
CSPS		**6.2.2** **CSPS** develops, delivers and regularly updates the educational component of the corporate leadership development programs — Effective: Jan 1, 2006	**6.2** **CSPS** develops measures and standards against which to assess its programs and performance relative to this policy. — Effective: Jan. 1, 2006 — **6.3.3** **CSPS** reports <u>to PSHRMAC</u> on completion of the educational component by participants enrolled in corporate leadership development programs — Effective: Jan 1, 2006	
PSHRMAC TB Sec. OCG PSC		**6.4** These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility — Effective: Jan. 1, 2006	**6.3.4** **PSHRMAC** provides relevant information on participants enrolled in corporate leadership development programs <u>to CSPS</u> — Effective: Jan. 1, 2006 — **6.3.4** **PSHRMAC** develops a Results-based Management and Accountability Framework relative to this policy — **PSHRMAC** reports annually on the government-wide implementation of this policy — Effective: Jan. 1, 2006	**7.1** Other consequences will be specified in directives issued under this and other relevant policies. — Effective: Jan. 1, 2007

Roles & Responsibilities – Deputy Head: General, Professional Development & Leadership Development

	GeneraL	Planning and Management	Monitoring & Reporting	Consequences
General	**6.1** **DH** ensures employees are informed of this policy. DH ensures their employees have the knowledge, skills and competencies to do their work. **DH** ensures measures are taken to strengthen organizational leadership and promote innovation through the adoption of leading-edge management practices. **DH** ensures their organizations have adequate governance, processes, strategies and capacity for the implementation of this policy. Effective: Jan. 1, 2006		**6.3.1** **DH** reports to PSHRMAC and CSPS on all relevant information as required in the directives. **DH** provides to PSHRMAC information necessary for assessing compliance and evaluating management practices. Effective: Jan. 1, 2006	
Professional Development		**6.1.3** **DH** ensures their organization has a learning policy to align departmental business priorities with the management improvement objectives of government. **DH** ensures their learning policy supports their mission and mandate, including requirements for job-related training and learning plans that align individual learning with departmental business priorities. **DH** ensures employees at all levels have learning plans to acquire and maintain the knowledge, skills and competencies related to their level and functions. Effective: Jan. 1, 2006		
Leadership Development Programs		**6.1.2** **DH** ensures program participants are managed in accordance with the *Directive on Leadership Development Programs* and the *Directive on Salary Administration for the Leadership Programs Group.* Effective: April 2, 2006		

Roles & Responsibilities – <u>Deputy Head</u>: Required Training

	Planning and Management	Monitoring & Reporting	Consequences
Responsibilities relative to designated superiors	**6.1.1** DH ensures designated supervisors allow their employees to complete required training within a specified time. Effective: Jan. 1, 2006		**7.1** During performance evaluation **DH** considers proportion of designated supervisor's employees who complete required training within the specified period. By: Jan. 1, 2007
New Employee Orientation	**6.1.1** **DH** ensures <u>employees newly appointed</u> to the core public administration successfully complete an orientation program. Effective: Jan. 1, 2006	**6.3.2** **DH** provides information on newly appointed employees <u>to CSPS.</u> Effective: Jan. 1, 2006	
First-time Manager Training	**6.1.1** DH ensures first-time managers successfully complete the required training prior to delegating authorities. Effective: Jan. 1, 2006	**6.3.2** DH provides information on first time managers at all levels to CSPS. Effective: Jan. 1, 2006	**7.1** DH withholds new delegated authorities from managers and executives appointed to a level for the first time until they successfully complete the training. By: Jan. 1, 2007
Validation of Knowledge of Existing Managers & Executives	**6.1.1** **DH** ensures <u>existing managers & executives</u> validate knowledge associated w. their legal responsibilities to maintain their delegated authorities. Effective: Jan. 1, 2006	**6.3.2** **DH** provides information on existing managers & executives required to validate their knowledge <u>to CSPS</u>. Effective: Jan. 1, 2006	
Functional Specialists Training	**6.1.1** **DH** ensures <u>functional specialists</u> successfully complete training and/or validate knowledge associated w. their professional and legal responsibilities. Effective: Jan. 1, 2006	**6.3.2** **DH** provides information on functional specialists in the domains identified by the employer <u>to CSPS</u>. Effective: Jan. 1, 2006	

Roles & Responsibilities – <u>Canada School of Public Service</u>: General, Prof. Development & Leadership Development

	General	Development and Delivery of Training	Monitoring & Reporting	Consequences
General	**6.2** **CSPS** supports <u>DHs</u> in their efforts to strengthen organizational leadership, apply leading-edge management practices and promote innovation. **CSPS** develops measures and standards against which to assess its programs and performance relative to this policy. Effective: Jan. 1, 2006 **6.2** **CSPS**, in collaboration with the relevant policy authorities, develops and regularly updates, courses and programs that meet the employer's knowledge standards. **CSPS** delivers these courses and programs and assesses whether participants successfully complete them. Effective: Jan. 1, 2006			
Professional Develop- ment		**6.2.3** **CSPS** provides opportunities for and supports the professional development of employees at all levels. Effective: Jan. 1, 2006		
Leadership Develop- ment Programs		**6.2.2** **CSPS** develops and regularly updates the educational component of the corporate leadership development programs. **CSPS** delivers the educational component of the corporate leadership development programs. Effective: Jan 1, 2006	**6.3.3** **CSPS** reports <u>to PSHRMAC</u> on completion of the educational component by participants enrolled in corporate leadership development programs. Effective: Jan 1, 2006	

Roles & Responsibilities – Canada School of Public Service: Required Training

	Design, Development & Delivery of Training	Monitoring & Reporting	Consequences
Required Training General		**6.3.3** CSPS reports to PSHRMAC and TBS on the compliance of departments/agencies. Effective: Jan. 1, 2006	
New Employee Orientation	**6.2.1** CSPS designs & delivers orientation programs for new employees. Effective: Jan. 1, 2006	**6.3.3** CSPS reports to DHs on the successful completion of training by newly appointed employees. Effective: Jan. 1, 2006	
First-time Manager Training	**6.2.1** CSPS designs & delivers course and programs for first-time managers. Effective: Jan. 1, 2006	**6.3.3** CSPS reports to DHs on the successful completion of training by first-time managers at all levels. Effective: Jan. 1, 2006	
Validation of Knowledge of Existing Managers & Executives	**6.2.1** CSPS designs & delivers instruments for assessing knowledge for existing managers & executives. Effective: Jan. 1, 2006	**6.3.3** CSPS reports to the designated superiors of existing managers & executives on the results of their knowledge assessment. Effective: Jan. 1, 2006	
Functional Specialists Training	**6.2.1** CSPS designs & delivers courses and programs for functional specialists. Effective: Jan. 1, 2006	**6.3.3** CSPS reports to DHs on the successful completion by functional specialists of training offered by CSPS. Effective: Jan. 1, 2006	

Roles & Responsibilities – PSHRMAC: All Areas

	Development & Delivery of Training	Monitoring & Reporting	Consequences
General		6.3.4 **PSHRMAC** reports annually on the government-wide implementation of this policy. **PSHRMAC** reviews the policy, associated directives & standards, and their effectiveness at the five-year anniversary of implementation of the policy. **PSHRMAC** develops a Results-based Management and Accountability Framework relative to this policy. Effective: Jan. 1, 2006	
Professional Development			
Leadership Development Programs			
New Employee Orientation			
First time Manager Training			
Validation of Knowledge of Existing Managers			
Functional Specialists Training			

Roles & Responsibilities – <u>Designated Superiors</u>: All Areas

	Planning and Management	Monitoring & Reporting	Consequences
General			
Professional Development			
Leadership Development Programs			
New Employee Orientation			
First-time Manager Training			
Validation of Knowledge of Existing Managers			7.1 **Designated superiors** will suspend the delegated authorities of existing managers & executives who have not demonstrated their knowledge of level-specific legal responsibilities. By: Jan. 1, 2007
Functional Specialists Training			