

LEARNING AND ORGANIZATIONAL DEVELOPMENT JUNE 6, 2022

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I. PURPOSE

To set policy regarding programs for employee development and training.

II. SCOPE

This policy applies to University Hospital employees.

III. POLICY

It is the policy of the University Hospital to encourage and assist all units and department in leadership professional development at all levels.

The HR, Learning and Organizational Development function was established to serve the development needs of University Hospital through the design, development, and implementation of quality education and training programs and educational services that facilitate the development of the individual, improve the effectiveness and efficiency of the department, and assist the Hospital community in meeting the current and future challenges as a healthcare delivery system.

In partnership with the HR, Learning and Organization Development function, it is managements responsibility to identify employee and department development needs and to encourage their staff to enroll in the appropriate courses.

Definitions:

Career development and training programs consist of all individual and group training and development opportunities provided for staff at all levels of the organization.

Management and Supervisory Training is targeted to both new and experienced supervisors and managers. It is designed to enhance existing skills and knowledge and aid in the development of new competencies to improve leadership effectiveness and organizational impact.

Professional development programs are used to maximize staff potential by providing them with the necessary knowledge and skills to assume both diverse and higher-level responsibilities.

Regulations:

The HR, Learning and Organization Development function is authorized to conduct the following training and education services for the University Hospital community: **Training and Education Programs**

A variety of education and training services are offered which include workshops, staff development programs, and topic-specific presentations. The education and training programs include lectures, structured experiences, small-group discussion, behavioral modeling, feedback, audiovisual and printed materials.

A *Course Schedule* announcing course offerings Hospital-wide is distributed to all employees bi-annually. Managers and supervisors are urged to review the Course Schedule and encourage staff to attend appropriate courses that address their individual development needs.

Let the employee know those programs in which you would like them to participate. They can enroll online: <http://hrcourses.uhnj.org>. The system will automatically send you an email requesting your approval for the employee to attend the a course.

All newly-hired, and newly-promoted directors, managers and supervisors are required to attend: 1) *Managing@UH* and for those new to supervision 2) *Frontline Supervision*: within three to six months of assuming their new position.

In the event a *mandatory training program* is offered to staff on off-duty time only, non-exempt staff will be paid at their regular hourly rate of pay. Exempt staff will be allowed compensatory time off, where practical.

Management and Professional Development Programs, offered in the Human Resources, Learning and Organizational Development, are considered job related at the discretion of the immediate supervisor or department head.

Customized Training

HR Learning and Organizational Development will customize programs to provide special education and training services to University Hospital units and departments.

Organizational Development

Organizational development is offered to assist individuals and departments with problem resolution, establishing and maintaining effective work teams, and adapting to changing environments in order to increase productivity and improve the quality of work life. The purpose of organizational development is to increase the effectiveness of a system or University Hospital as a whole, through planned interventions based on behavioral science. Some of the organizational interventions include: team building, group problem solving, goal setting, planning, and consulting.

Consulting

Internal consultation is provided to University Hospital individuals and departments on issues pertaining to staff and organizational development. To request customized training, organizational development or consultation, contact the Director of Learning and Organizational Development. A memo from the requestor citing their goals and specific needs will be required.

IV. PROCEDURE

The participant, the immediate supervisor, and the HR, Learning and Organizational Development function are expected to fulfill their responsibilities to the employee development process as follows:

HR, Learning and Organizational Development will:

- Advise and assist all units of the University Hospital on matters pertaining to employee development and training.
- Conduct or coordinate all University Hospital staff training programs.
- Review and evaluate all staff training. Revise development programs based on the expressed needs of University Hospital.
- Collaborate with the immediate supervisor on pre and post training activities to maximize the benefit for both the employee and the department.

The immediate supervisor will:

- Prior to scheduling staff for any developmental activity discuss the reasons for attendance and mutual expectations.
- Immediately after the training, meet with the employee to discuss the program content, reactions to the program, and ideas and techniques, which they would like to implement on-the-job.
- Provide opportunities for staff members to apply newly-learned skills or knowledge gained in the program and give recognition and feedback when improvements in performance are evident.
- Consult with HR, Learning and Organizational Development on pre and post training activities that will maximize the benefits for both the employee and the department.

The employee/participant will:

- Actively participate in the learning.
- Establish an action plan to implement new learning in the workplace.
- Initiate discussions with the immediate supervisor prior to, and after the training on targets for skill improvement and application to the workplace.

V. RESPONSIBILITIES

The Chief Human Resources Officer is to ensure compliance with this policy.