

### TRAINING IN SUPERVISION

Courses, given specifically for supervisors, cover methods of increasing production, methods of increasing efficiency in use of equipment, techniques for developing good relations with the public, and techniques of achieving desirable attitudes on the part of employees.

It has long been recognized in San Diego County that the practice of training supervisors in methods of giving orders and supervising their subordinates' activities significantly reduces grievances and allows maximum productivity. Also, knowledge of management techniques creates an attitude of acceptance of controls imposed from above.

### TRAINING FOR PROMOTION

It is the policy of the County to encourage promotion. Employees are encouraged to pursue studies and acquire skills that will make them eligible for examinations for higher classifications. The Training Office provides classes for self-improvement which employees may take on their own time, and furnishes information about courses which are available at local schools and colleges.

### INFORMATION ON SCHOOLS

The Training Director keeps in contact with the various schools, colleges and universities in the San Diego area. At the beginning of each semester he arranges conferences with school advisers to adequately inform himself about courses available to County employees for self-improvement or for certificates or degrees. School catalogues are maintained in the Training Office, and lists of courses offered by local colleges and adult education schools are posted there prior to the beginning of each semester.

### TECHNICAL TRAINING

Whenever possible, classes of instruction on technical subjects are designed to meet the needs of a particular department and are held within the department concerned. When there is need for instruction which may involve several departments, the Training Director may establish a course of a general nature to meet the need. A course in Audio-Visual Equipment Operation exemplifies this type of training.

Because of the many kinds of specialized work in County government, and the large number of professional people employed, educational needs cannot always be met by the Training Office. When needed technical instruction cannot be offered within the County facilities, employees are encouraged to enroll in local schools.

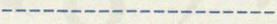
### TUITION REFUND PROGRAM

The Tuition Refund Program was established by the Board of Supervisors in 1957. It enables department heads to send selected employees to approved courses in accredited institutions for the purpose of improving their professional and technical skills. The County may reimburse employees for the cost of tuition only upon successful completion of the courses, and only permanent employees may apply for such reimbursement. The request for tuition refund must be approved by the employee's department head prior to enrollment and is then transmitted to the Training Director for review. The Training Director must operate within a budget and is therefore obliged to weigh each request.

### PUBLICATIONS

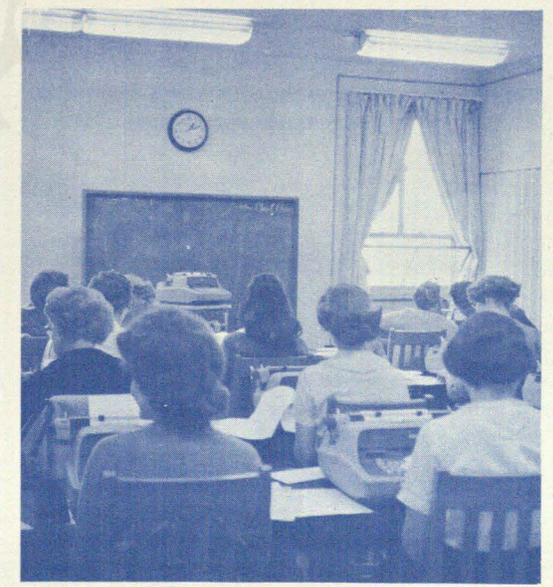
The Training Office issues two publications. "News and Views" carries information about activities and services of all County departments and also provides a source of news about matters which affect employer-employee relations -- salary changes, for example. "News and Views" is distributed monthly to all employees.

The "Newsletter" carries information for the improvement of supervisory practices and is distributed quarterly to all levels of supervisory personnel.



San Diego County has chosen to meet the training needs for its complex and highly specialized governmental functions with in-service training procedures. It is believed that departments which study their educational needs carefully and participate fully in the in-service training program will derive much more benefit from it than from a program conducted by an outside source.

# The TRAINING PICTURE — in — San Diego County



THE TRAINING PICTURE  
IN  
SAN DIEGO COUNTY

San Diego County is the second largest county in California, and its activities are many and complex.

In any large organization it is easy to recognize the need for a training division to develop and maintain good management. San Diego County's first in-service training program was initiated by the Personnel Department in 1938-39, and later that year the Sheriff's department established limited training for peace officers. At its inception, in-service training was assigned to one of the personnel technicians in addition to his other duties. With time, however, assistance was obtained from the San Diego Vocational School in the form of guidance and instruction. As the demand for training grew, the program called for the services of a vocational school coordinator, and eventually the County acquired a full-time coordinator.

The position of Training Director was created in the County Personnel Department in 1946. Initially, the City Board of Education participated in the financing of the position, but in 1951 the County assumed responsibility for the full salary.

A Training Advisory Committee was established in January of 1953. It is composed of management representatives of larger County departments and regularly meets with the Chief Administrative Officer, the Director of Personnel and the Training Director to formulate training policies. In general, the purposes of the Committee are to coordinate training in the various departments throughout the County, to indicate those fields of training which would be of most benefit to the County, and to study training proposals and make recommendations concerning the overall training program. Courses open to employees of more than one department must be approved by the Committee, which is responsible for the expenditure of funds used to pay instructors. The Committee's activities contribute significantly to the effectiveness of the County's total training program.

In 1953, the Training Advisory Committee published a statement of policy and specifications

as follows, which was approved by the Board of Supervisors:

TRAINING POLICY AND  
TRAINING OBJECTIVES



The Training Office is a division of the Department of Civil Service and Personnel. It is headed by a Training Director who is a specialist in his field and is qualified to render assistance in matters such as techniques of instruction, whenever such assistance is sought by the departments. He is responsible for helping to obtain training aids, for utilizing training facilities to the best advantage, for the recruitment and selection of instructors, and for studying problems which involve special proficiency, morale or supervisory development. He is also Deputy Purchasing Agent, appointed to verify and validate all contracts between County departments and instructors.

The primary function of the Training Director is that of arranging for and coordinating courses. Most of the County's training program deals with courses conducted within the various departments. There are, however, some areas of training in which it is more profitable to apply uniform instruction throughout the County--areas such as clerical skills, orientation of new employees, and seminars on administration and supervision. Such courses are offered by the Training Advisory Committee to employees from all departments and are intended to support and augment, but not to supplant, comparable courses given within the departments. When a course of a general nature is requested by two or more departments and is found to be feasible, the Training Director makes all arrangements for it. Instructors for these courses may be County employees or they may be specialists obtained from outside the County service.

The Training Director is also required to keep

in touch with the training facilities or other governmental and industrial agencies in the San Diego area and is kept informed of new developments in his field through his membership in regional and national training associations.

ORIENTATION

Soon after entering County service, all new employees are invited by the Personnel Department to attend an orientation class during working hours. Participating in this four-hour session are the Training Director, the Personnel Counselor, the Safety Officer, the County Retirement Officer and the Suggestion Awards Coordinator. The new employee hears explanations of Civil Service regulations, personnel practices, services offered the employee by the Personnel Department, the retirement plan, and opportunities for suggestion awards; is given an overall picture of the functions of County departments; and visits a meeting of the Board of Supervisors to see the Board in action.

It is believed that proper induction of employees helps to minimize absenteeism and turnover. An employee who has a feeling of good will and understanding toward his employer finds his work easier, more productive and more pleasant.

TRAINING TO IMPROVE JOB EFFICIENCY

The principal aim of the training program is to improve the efficiency of employees in their jobs by teaching them new skills and short-cuts. Courses now being conducted cover telephone and counter procedures, business English and mathematics for clerks, and stenography speed-up. Those courses which are considered essential are given during working hours, while others are attended on the employees' own time. An employee who regularly attends and completes a County sponsored in-service class receives a certificate, and a record of his attendance is noted in his personnel file.

SAN DIEGO COUNTY IN-SERVICE TRAINING	
IS COMMENDED FOR COMPLETING A COURSE	
OF _____ HOURS IN	
DIRECTED TOWARD IMPROVEMENT OF SERVICE TO	
SAN DIEGO COUNTY	
DATE _____	
DEPARTMENT HEAD _____	TRAINING OFFICER _____
INSTRUCTOR _____	DIRECTOR OF PERSONNEL _____