

# **PROFESSIONAL CONSERVATION EMPLOYEES PROGRAM**

## **MANAGERIAL TRAINING PLAN TEMPLATE**

### **INTRODUCTION**

This training template is designed to develop a basic level of skills for managerial employees within the Soil and Water Conservation Partnership. This plan recognizes that employees with managerial responsibilities will often have responsibilities for administrative duties, program delivery, technical assistance, and education programs. The appropriate template for each of these areas should be utilized as a part of the overall training plan. The employee's training plan should be tailored to meet the specific needs of the employee, the soil and water district, and the county.

### **PREREQUISITES FOR THE POSITION**

#### **KNOWLEDGE**

- Basic awareness of local, state, and federal programs and laws that affect soil and water conservation
- Roles of conservation districts, the Natural Resources Conservation Service, the Division of Soil and Water Conservation, and others in the NC Conservation Partnership
- Fundamentals of financial management techniques and practices
- General understanding of interdisciplinary techniques, principles, and methods used for soil and water conservation practices

#### **ABILITIES**

- Excellent customer service skills
- Deal effectively with local, state, and federal agencies at various levels
- Organize and plan work
- Effectively supervise
- Lead discussion groups
- Identify and define goals and objectives
- Manage daily operations of the district

### **RECOMMENDED TIMELINE**

The employee should possess a working knowledge of and be proficient in the following items.

#### **WITHIN SIX MONTHS**

- Maintaining a working relationship with district supervisors and staff
- District board meetings and procedures
- Implementing the district's annual plan of work
- The history of soil and water conservation districts
- General Statutes relating to soil and water conservation districts (GS139; administrative rules)
- NC Association of Soil and Water Conservation Districts Strategic Plan

## **Training recommendations**

### Review the following publications:

1. "Guidebook on the Law and Practice of Soil and Water Conservation in North Carolina" (edited by Milton S. Heath, Jr. - 2004) – Essential information for managers about Conservation Districts and the Conservation Partnership in North Carolina and including legislation and operating procedures
2. "Challenging Careers in the Natural Resources Conservation Service" – Background information for positions within the conservation partnership
3. "In Partnership with People and a Healthy Land" – Information about NRCS and its mission
4. "Helping You Help Your Land" - Conservation from the landowner's perspective
5. "Son of the Soil" Article in the Magazine "Wildlife in North Carolina" (January 2002) to learn about Hugh Hammond Bennett and his legacy

### Participate in the following activities:

1. Meet with the district board of supervisors to determine their personal interest in conservation and the most critical conservation issues to be addressed in the district
2. Attend district board meetings, local work group meetings, and other meetings where strategic planning is discussed to gain a better understanding of the District's conservation objectives and workload priorities
3. Develop and maintain an organizational chart for NRCS, SWCDs, and the Division of Soil and Water Conservation
4. Develop a list of partner agencies and organizations in the district and introduce yourself to each one
5. Develop an understanding of the Soil and Water Conservation Commission Rules & Job Approval Authority Chart
6. Develop an awareness of current education efforts of the district and NC Association of Soil and Water Conservation Districts

## **WITHIN ONE YEAR**

- Coaching employees to produce desired results
- Employee performance reviews
- Budget development and management
- Maintaining relationships with county commissioners, county manager, and other local officials
- Local resource information
- Cultural resources
- Developing the district's annual plan of work and annual report
- County policies
- Compliance with workplace regulations

- Public presentations
- Education programs
- State cost share program policies (NCACSP & CCAP), planning and field assessment
- State easement program policies (CREP, ADFP/Farmland Preservation), planning and field assessment
- Facilities and equipment maintenance and planning
- Review training plans for all employees and update or develop them as needed
- Identify resources needed to provide the actions specified in the annual plan of work and long range plan
- Proficient use of computers

### **Training Recommendations:**

#### Participate in the following activities:

1. Attend Basic Training Course for Soil and Water Supervisors offered by the UNC School of Government
2. Attend District Issues Meeting s, Area Spring and Fall Meetings, and NC Association of Soil and Water Conservation Districts Annual Meeting to gain a better understanding of the issues affecting the Partnership
3. Identify the important conservation issues for all land uses in the district
4. Meet with the county commissioners, county manager and other local officials to obtain their perspective for the district
5. Become familiar with the soil survey information for the district and how different soils impact land use in the district
6. Become familiar with all of the different conservation programs that are used in the district and review participation trends
7. Accompany staff members while they are providing assistance to clients to understand their role and abilities
8. Become acquainted with community leaders throughout the district
9. Become familiar with the Field Office Technical Guide and what can be found in the different sections
10. Develop an understanding of conservation programs utilized in the district (NCACSP, CCAP, EQIP, etc.)
11. Recognize the components of a conservation plan and be able to explain the relationship between the contents of a particular plan and appropriate programs
12. Become proficient with NRCS and other available software used in the district
13. Become familiar with the district's annual plan of work and long range plan – Update these plans as necessary in cooperation with the district board, NRCS staff, and district staff

## **WITHIN TWO TO FIVE YEARS**

- Evaluating existing programs and planning for future programming
- Maintaining working relationships with boards and commissions
- Developing the district's long range plan
- Conservation marketing skills
- Developing funding sources
- Grant writing
- Watershed & buffer rules
- Knowledge of Federal cost share programs
- Identify and develop additional services and programs to benefit the district in cooperation with the board of supervisors, NRCS, staff, and others
- How to diversify a locally-led district program
- Succession planning

### **Training Recommendations:**

Participate in the following activities:

1. Attend training on NRCS programs
2. Develop contacts with local media outlets
3. Develop contacts with local school system, including public, private, and home schools
4. Attend training on grant writing and management
5. Develop contacts with funding organizations
6. Participate in professional managerial organizations

## **DEVELOPMENTAL AREAS TO BE UNDERTAKEN AS TIME AND FINANCES ARE AVAILABLE**

Attend supervisory and managerial training provided by local sources, annual Conservation Employee Training, NRCS, community colleges, and the UNC School of Government – training should include:

- ❖ Understanding county government
- ❖ Budgeting and financial planning
- ❖ Customer service
- ❖ Business writing
- ❖ Communications
- ❖ Conflict resolution
- ❖ Team building
- ❖ Evaluating performance
- ❖ Workplace ethics
- ❖ Media relations
- ❖ Recruitment and Selection of Employees
- ❖ Unlawful Workplace Harassment Prevention
- ❖ Workplace Violence
- ❖ Equal Employment Opportunity

- ❖ Disciplinary Process
- ❖ Building Accountability
- ❖ American Disabilities Act
- ❖ Family Medical Leave Act and the Family Illness Leave Act
- ❖ Coaching for Employee Development
- ❖ Facilitation Skills
- ❖ On the Job Injuries (policy/process)
- ❖ Emergency Response Plan
- ❖ Diversity (could include employees/supervisors/clients etc.)
- ❖ Salary Administration
- ❖ Dispute Resolution Policies (understanding county policies whether the dispute is related to pay/performance/grievance policies)