

POLICY
MEMORANDUM



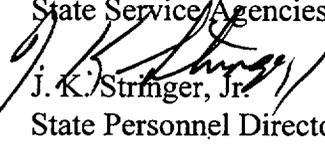
APM 0105

MISSISSIPPI STATE PERSONNEL BOARD

Policy Memorandum No. 5 - FY 2001

Revised June 15, 2000

To: Elected Officials, Agency Directors and Personnel Officers
State Service Agencies

FROM: 
J. K. Stringer, Jr.
State Personnel Director

DATE: May 12, 2000

**SUBJECT: ADMINISTRATIVE POLICIES AND PROCEDURES FOR THE SPECIAL
COMPENSATION PLAN FOR INFORMATION TECHNOLOGY
CLASSIFICATIONS FOR FISCAL YEAR 2001**

A STATEMENT OF PURPOSE



Personnel Board.

C. **GENERAL POLICY PROVISIONS**

1. **Designation Authority**

The State Personnel Board shall have exclusive authority to approve designated Special Compensation Plan positions. The State Personnel Board will appoint, from a list of nominees submitted by the Director of Information Technology Services, an Information Technology Professional Development Committee (ITPDC) to review agency requests for training requirements, promotions, reallocations and position transfers. The ITPDC will provide a recommendation for action to the State Personnel Board. This committee shall act in an advisory capacity to the State Personnel Board and is established pursuant to the statutory authority of the State Personnel Board. The ITPDC shall be established by precept and members are appointed in accordance with the procedures in Attachment I.

Rules for operation of the ITPDC will be published with the Secretary of State's Office as Attachment I to this memorandum.

2. **Adding Classifications to the Special Compensation Plan**

Classifications shall be added to the Special Compensation Plan only upon prior approval by the State Personnel Board with recommendation by the ITPDC.

3. **Position Movement**

Positions may be placed under the Information Technology Special Compensation Plan through the normal reallocation process. Requests for budgeted and non-budgeted reallocations shall be considered on a case by case basis by the State Personnel Board with recommendation by the ITPDC. All requests for reallocation must be justified and submitted by the requesting agency as outlined in the Mississippi SPB Policy and Procedures Manual and Policy Memorandum No. 2 for approval by the State Personnel Board or the State Personnel Director.

4. **Educational Benchmarks**

The State Personnel Director is authorized to certify requests to award Educational Benchmark increases on a case by case basis. To be eligible for an Educational



Benchmark salary increase, an employee must complete requirements which exceed the level of minimum qualifications for education or certification listed for the employee's present job class which the employee possessed at the time of appointment into his or her present job class.

a. General Policies

- (1) Requests for Educational Benchmark awards are made at the discretion of the agency head and are restricted to one (1) year from the date the incumbent acquired certification, or completed degree requirements.
- (2) No Educational Benchmark shall be awarded for degrees, or certification which the incumbent possessed at the time of hire.
- (3) If the employee being awarded an Educational Benchmark is currently at end salary of his or her classification, or should the benchmark cause an employee's salary to exceed end salary, that portion of the benchmark exceeding end salary shall be paid as a one-time lump-sum payment.
- (4) Any new hire flexibility, recruitment flexibility, or other discretionary compensation awarded for or in anticipation of future educational achievement, or certification shall not result in a subsequent award of an Educational Benchmark for the same achievement.
- (5) Educational Benchmarks shall not be awarded for degrees, or certifications which are required by law for performance of job duties.

Employees included in the Information Technology Special Compensation Plan may be eligible to receive Educational Benchmark increases for the following achievements:

b. Degrees

Increases up to five percent (5%) may be awarded to employees obtaining the following degrees: Associate's, Bachelor's (in no case shall the cumulative



award for the achievement of an Associate's Degree and a Bachelor's Degree exceed five percent (5%)), Master's, Specialist, and Doctoral.

c. **Basic Supervisory Course and Certified Public Manager (CPM) Program**

In addition to benchmarks for educational degree, employees **may** receive an Educational Benchmark for the Basic Supervisory Course and certification in the Certified Public Manager (CPM) program. The following scale indicates the maximum that may be awarded for achievements in these programs:

1% increase = Basic Supervisory Course (BSC)

2% increase = Certificate in Supervisory Management (CSM)

3% increase = Completion of Certified Public Manager (CPM) Program

Note: An employee who has completed the CSM and/or the CPM will not be eligible for a 1% increase for subsequently completing the BSC.

5. Designation Policies

Each appointing authority shall comply with the State Personnel Board policies and administrative procedures which govern the designation of positions and employees for inclusion in the Special Compensation Plan.

6. Annual Policy Memorandum

The State Personnel Board shall publish annually a Special Compensation Plan Policy Memorandum which addresses all policies and procedures to govern the Special Compensation Plan for that year.

7. Assignment of Salaries

The salaries assigned to positions in the Special Compensation Plan shall be fixed in accordance with the provisions of the Special Compensation Plan and the Variable Compensation Plan, unless otherwise provided by law.

Salary Flexibility for in-class movement under the Special Compensation Plan is limited to five percent (5%) of the current salary. In-class movement is limited to



one (1) per twenty four (24) months per individual.

Salary increases for in-class movement under the Special Compensation Plan component must be submitted on a case by case basis for approval by the State Personnel Board and must be documented in accordance with ITPDC procedures as set forth in Attachment I. All requests for salary increases shall include a current Performance Appraisal Review (PAR) rating of 2.0 or above in each essential duty/standard statement.

8. Increased Value Compensation (IVC)

Salary increases for in-class movement under the Special Compensation Plan may be awarded for achievement of educational objectives, the development of additional critical competencies, or evidence of increasing complexity of work goals as outlined in Attachment II. The Increased Value Compensation (IVC) is intended to reward employees who have attained additional education and competencies which directly add value to their ability to perform the duties and tasks of their positions. It is intended to be awarded individually to employees, similar to an Educational Benchmark, and is not intended to reflect any increase in the value of the classification.

a. General Policies

- (1). Requests for Increased Value Compensation awards are made at the discretion of the agency head and are restricted to one (1) per twenty four (24) month measurement period per employee. The measurement period begins upon completion of the Competencies/Education Profile by the employee's supervisor. The measurement period ends upon award of an IVC salary increase. Another measurement period begins immediately after the award of an IVC increase.

Employees are eligible for their initial IVC award after a minimum of twelve (12) months evaluation in an IT Special Compensation Plan position, provided that he/she has remained in the same position and has not been promoted during the evaluation period.

The measurement period will start over upon promotion of the employee or upon a lateral or downward transfer to a different agency



than the one in which the employee began the measurement period. Any prior education or training accomplished at the prior agency may be transferred to the new measurement period at the new agency. Certification of prior hours must be received from the employee's former supervisor.

- (2). The maximum award for any twenty four (24) month period is five percent (5%) of the employee's current salary. New Hires are eligible for IVC after their first twelve (12) months of continuous employment and then every twenty four (24) months thereafter.
- (3). All IVC awards must be accomplished from within funds available.
- (4). To be eligible for an award of Increased Value Compensation, the employee must have maintained a 2.0 or above rating in each essential duty/standard statement of the individual's Performance Appraisal Rating review during the time period of the award.
- (5). All requests for Increased Value Compensation shall include a Competencies/Education Profile (CEP) (as outlined in Attachment II) signed by the employee's immediate supervisor and authorized by the agency head.

b. Requirements for Eligibility

- (1). To be eligible for an IVC increase an employee must complete at least one hundred twenty (120) contact hours of education/training. Sixty (60) of the contact hours must be from the listing of pre-approved offerings for his/her classification as approved by the State Personnel Director and maintained by the Department of Information Technology Services (ITS). The remaining sixty (60) hours may be as approved by the agency head. However, employees who receive an IVC award for the initial twelve (12) month period, as discussed in paragraphs a(1) and a(2) above, must complete sixty (60) contact hours of education/training. Thirty (30) of the contact hours must be from the listing of pre-approved offerings for his/her classification as approved by the State Personnel Director and maintained by ITS.



The remaining thirty (30) hours may be as approved by the agency head.

- (2). In addition to the education/training hours, an employee must receive a rating of Yes (Y) indicating added value accomplished by the employee for at least three of the competencies identified for that classification, indicating that the employee has fully met the supervisor's expectations relative to those competencies.
- (3). Must have maintained a meets expectations, (2.0) or above, in each essential duty/standard statement of the individual's Performance Appraisal Review (PAR) rating during the time period of measurement for IVC eligibility.

c. Approved Education/Training

- (1). A listing of qualified education/training offerings will be maintained by the Department of Information Technology Services (ITS). Approved courses and conferences will be listed for each classification (see Attachment No. 3). Requests for consideration of courses/conferences may be reviewed by the Information Technology Professional Development Committee (ITPDC) and then reviewed by the ITS Executive Director. All requests shall be submitted to the State Personnel Director for approval.
- (2). Copies of course certificates or other documents specifying completion of education/training hours shall accompany the Competencies/Education Profile (CEP) form. In the case of conferences or general session type meetings where individual documents of completion are not distributed to participants/attendees, the employee's immediate supervisor must certify in letter format the number of hours claimed by the employee. The certification will be approved by the employee's first level reviewer or the agency head.
- (3). Education/training contact hours shall count only for the current measurement period. Hours achieved in excess of one hundred twenty (120) will not be carried over to future periods, nor will they be given additional weight or computation in the current



measurement period.

Once an IVC award is made, the employee then begins the next measurement period with zero (0) contact hours.

- (4). Only education/training offerings pre-approved by the State Personnel Director and maintained by the Department of Information Technology are eligible for credit towards an IVC award. Requests for credit for courses completed after July 1, 1997 but prior to the September 1, 1999, may be submitted on a case by case basis. However, courses completed after September 1, 1999, must be included in the catalogue of courses which have been pre-approved by the State Personnel Director to be considered for credit toward an IVC award.

d. Critical Competencies

- (1). A complete listing of critical competencies have been identified for each job classification. At the beginning of the measurement period, the employee's supervisor will identify on the Critical Competencies/Education Profile (CEP) form those critical competencies that are to be achieved by the employee. At the end of the measurement period the supervisor will annotate the form with a "Y" to indicate that the employee has successfully achieved the expected improvement of the individual competency, or, will annotate with a "N" to indicate that the employee did not achieve the expected level of improvement of that individual competency. An indication of a Y or an N only indicates that the employee did or did not achieve the planned increase in each individual competency. It does not indicate an acceptable or unacceptable level of competency, but merely if the employee achieved the change outlined by the supervisor at the beginning of the measurement period.
- (2). During the measurement period, generally at a six month or one-year interval, the critical competencies indicated by the supervisor at the beginning of the measurement period should be reviewed and discussed with the employee. If the focus of the employee's position has changed since the beginning of the period, the supervisor may at any time prior to the end of one full year of the measurement period close out the previous competency/competencies and indicate a



different set of critical competencies to be in effect for the remainder of the measurement period. The close out and resultant change of competency selection must be accompanied by a narrative describing the reason for the change.

- (3). No official feedback document is required for critical competencies. Each supervisor should on a continuing basis review and discuss with the employee, his or her progress, or lack thereof, in relation to each critical competency to be attained during the measurement period. Courses, seminars, books, and other materials may be suggested by the supervisor to assist the employee in accomplishment of the competencies.

e. Competencies/Education Profile (CEP) Form

- (1). A CEP form will be filled out by the employee's PAR rating supervisor at the beginning of the measurement period for each employee eligible to receive an IVC award as approved by the agency head. After the competencies and education/training goals have been discussed with and agreed to by the employee, the rating supervisor will submit the CEP form to the employee's PAR first level reviewer for approval. Approved CEP forms will be maintained by the employee's supervisor or in the employee's PAR supplemental employee folder.
- (2). During the last fourteen days prior to the end of the first year of the measurement period (or during the PAR review and feedback sessions), the CEP form should be reviewed by the employee's rating supervisor, and the status of the employee's accomplishment of competencies and completion should be discussed with the employee. Any changes to the critical competencies to be accomplished must be made by the end of the first year of the measurement period and initialed by the employee and then approved by the employee's first level reviewer and by the agency head.
- (3). A copy of the CEP form must be maintained in the employee's file for all requests for an Increased Value Compensation salary increase award. These forms are subject to post award review by the ITPDC or by the State Personnel Board.

**D. STATUS**

Inclusion in the Special Compensation Plan shall not be construed to exclude any position or employee from state service where such position or employee is designated as state service, nor shall inclusion be construed to confer permanent status on employees designated as non-state service. Refer to Miss Code Ann. Section 25-9-107 (c)(1972).

E. CLASSIFICATION AND PAY PLAN

The ITPDC shall prepare a classification method for analyzing the duties, responsibilities and qualification requirements of positions in the Special Compensation Plan, which is designed to determine the salary range of each position in the plan in comparison with the duties, responsibilities and qualification requirements of other Special Compensation Plan positions.

1. The State Personnel Board shall classify all positions in the Special Compensation Plan by assigning each position to its appropriate job classification according to the position description and the organizational placement of the position.
2. A pay range shall be assigned by the State Personnel Board to each position in the Special Compensation Plan on the basis of the prevailing wage in the relevant labor market and criteria such as those set forth in the Mississippi State Personnel Board Policies and Procedures Manual. The pay ranges assigned to Special Compensation Plan positions shall be adjusted to maintain competitive market levels.

F. RECRUITMENT AND APPOINTMENT

1. Hiring of new employees into information technology positions shall be exempted from the Certificate of Eligibles process established by the State Personnel Board, provided that the applicant meets the minimum qualifications of the classification of the position into which he or she is being appointed.
2. Vacant information technology positions must be reallocated to the appropriate classification within the Special Compensation Plan prior to an initial appointment being made.

G. SALARY RESTRICTIONS



1. No new appointee to a Special Compensation Plan position shall be awarded a salary in excess of end salary.
2. Current statutory salary restrictions remain in effect.
3. Salary increases under these policies shall be calculated so as not to result in personal services funding shortfalls, employee reductions-in-force, or the unsupported reallocation of vacant positions.
4. All salary increases must be accomplished from within funds available.

H. ROLE DESCRIPTION QUESTIONNAIRE (RDQ)

a. General Policies

- (1). For all instances where the Job Content Questionnaire is cited in this memorandum, The State Personnel Board Policy and Procedures Manual, other policy memorandum or statements, for Information Technology classifications qualified under the IT Special Compensation Plan a Role Description Questionnaire (RDQ) shall be used in place of the Job Content Questionnaire. Copies of the RDQ and related guidelines may be obtained from the State Personnel Board.
- (2). Requests for all personnel actions for positions allocated to classifications under the IT Special Compensation Plan shall be accompanied by a completed and signed RDQ.

Should you have any questions concerning the policies set forth in this memorandum, please contact the Office of Classification and Compensation at 359-2764.

Attachment No. 1 to Policy Memorandum No. 5 - FY 2001

Information Technology Professional Development Committee

- I. The Information Technology Professional Development Committee (ITPDC) is chartered by the State Personnel Board (SPB) as an advisory group for the field of information technology.
- II. The purpose of the ITPDC is to make recommendations to the State Personnel Board on specific requested personnel actions within the field of information technology, as detailed below.
- III. Composition of the ITPDC:
 - A. The Committee will consist of ten (10) members.
 - B. In order to have a quorum for a meeting of the Committee, at least five (5) members must be present.
 - C. The State Personnel Director, or an SPB staff member designated by the State Personnel Director, will be a permanent member of the ITPDC.
 - D. The ITS Executive Director, or an ITS staff member designated by the ITS Executive Director, will be a permanent member of the ITPDC.
 - E. The Chairmanship of the Committee will rotate on a fiscal year basis between the State Personnel Director (or his designee) and the ITS Executive Director (or his designee). The State Personnel Director will serve as chair for the remainder of Fiscal Year 1998 and in odd-numbered fiscal years thereafter. The ITS Executive Director will serve as chair in even-numbered fiscal years after Fiscal Year 1999.
 - F. The other eight (8) Committee members will be appointed by the State Personnel Board from a list of nominees submitted by the ITS Executive Director, as follows:
 1. Two (2) additional staff members from ITS
 2. Three (3) Information Services Directors from state agencies with large information technology staffs (i.e. ten or more full-time positions for jobs in the information technology career model).
 3. Three (3) additional information technology professionals from other state agencies
- IV. Length of term:
 - A. The eight (8) non-permanent members of the Committee may serve the following terms: one (1), two (2), three (3), four (4), five (5), and six (6) years, respectively, for six (6) members, and five (5) years for the two (2) ITS staff members. Thereafter, all terms will be for six (6) years.
 - B. If an individual on the committee leaves state employment, changes agencies, or moves to a non-information technology job within the agency, a new member will be appointed to fill the remainder of that individual's unexpired term.
- V. Scope of the Committee's Review and Recommendations:

- A. Review and make recommendations for requests related to the level of information technology positions required within a state agency to effectively perform its technology functions, such as reallocations and requested new positions.
- C. Review and make recommendations for requests concerning the appointment of individuals to specific information technology job classifications, such as initial appointments, inter-agency transfers, and promotions;
- D. Review and make recommendations concerning the appropriateness of educational requirements associated with the information technology job classifications.

VI. Meeting Schedule:

- A. The Committee's regular meeting time will be 2:00 p.m. on the first and third Tuesdays of each calendar month.
- B. If there are no pending requests for the Committee's consideration, the Committee will not meet.
- C. Requests to be considered by the Committee must be submitted to the State Personnel Board two weeks prior to the Committee meeting.
- D. An ad hoc meeting of the Committee can be called at any time at the request of the Chairperson of the Committee.

Attachment No. 2 to Policy Memorandum No. 5 - Fiscal Year 2001

Competencies/Education Profile Forms

Competencies/Education Profile Form
Management Roles

Information Technology Special Compensation Plan
Increased Value Compensation (IVC)

Employee Name: _____

Date: _____

Classification Title: _____

PIN: _____

Agency: _____

Rating Supervisor: _____

PIN: _____

1st Level Reviewer: _____

PIN: _____

Competencies/Behavior Indicators

Indicate for each checked competency:

Please check those to be measured:

(Y) Yes (N) No Value Added

Adaptability: _____

Coaching and Developing Others: _____

Decisive Insight: _____

Holding People Accountable: _____

Impact and Influence: _____

Information Gathering: _____

Vision Communication: _____

Leadership: _____

Measurement period for competencies to be accomplished: _____ to: _____

Signatures (at the beginning of the measurement period):

Employee

Date

Rating Supervisor

Date

1st Level Reviewer

Date

Competencies/Education Profile Form
Infrastructure Roles

Information Technology Special Compensation Plan
Increased Value Compensation (IVC)

Employee Name: _____

Date: _____

Classification Title: _____

PIN: _____

Agency: _____

Rating Supervisor: _____

PIN: _____

1st Level Reviewer: _____

PIN: _____

Competencies/Behavior Indicators

Indicate for each checked competency:

Please check those to be measured:

(Y) Yes (N) No Value Added

Analytical Thinking/Attention to Detail: _____

Business Perspective: _____

Communication: _____

Customer Advocate: _____

Facilitating Effective Relationships: _____

Willingness to Learn: _____

Fostering Innovation/Leading Change: _____

Project Performance: _____

Measurement period for competencies to be accomplished: _____ to: _____

Signatures (at the beginning of the measurement period):

Employee

Date

Rating Supervisor

Date

1st Level Reviewer

Date

Competencies/Education Profile Form
Operations and Support Roles

Information Technology Special Compensation Plan
Increased Value Compensation (IVC)

Employee Name: _____

Date: _____

Classification Title: _____

PIN: _____

Agency: _____

Rating Supervisor: _____

PIN: _____

1st Level Reviewer: _____

PIN: _____

Competencies/Behavior Indicators

Indicate for each checked competency:

Please check those to be measured:

(Y) Yes (N) No Value Added

Analytical Thinking/Attention to Detail: _____

Business Perspective: _____

Communication: _____

Customer Advocate: _____

Facilitating Effective Relationships: _____

Willingness to Learn: _____

Fostering Innovation: _____

Personal Accountability: _____

Measurement period for competencies to be accomplished: _____ to: _____

Signatures (at the beginning of the measurement period):

Employee

Date

Rating Supervisor

Date

1st Level Reviewer

Date

Competencies/Education Profile Form
System Delivery Roles

Information Technology Special Compensation Plan
Increased Value Compensation (IVC)

Employee Name: _____

Date: _____

Classification Title: _____

PIN: _____

Agency: _____

Rating Supervisor: _____

PIN: _____

1st Level Reviewer: _____

PIN: _____

Competencies/Behavior Indicators

Indicate for each checked competency:

Please check those to be measured:

(Y) Yes (N) No Value Added

- Analytical Thinking/Attention to Detail: _____
- Business Perspective: _____
- Communication: _____
- Customer Advocate: _____
- Facilitating Effective Relationships: _____
- Willingness to Learn: _____
- Personal Accountability: _____
- Project Performance: _____

Measurement period for competencies to be accomplished: _____ to: _____

Signatures (at the beginning of the measurement period):

Employee

Date

Rating Supervisor

Date

1st Level Reviewer

Date

Attachment No. 3 to Policy Memorandum No. 5 - Fiscal Year 2001

Approved Education/Training Courses

SCHEDULE ONE
NON-TECHNICAL FOR ALL FIELDS OF WORK

- Time Management
- Effective Communication
- Myers Briggs
- Team Building
- Customer Service
- Stress Management
- Conflict Resolution
- ITS Overview
- Technical Writing
- Crisis Management
- Phone Training
- Help Desk Etiquette
- Interpersonal Skills
- Word Processing Skills
- Working with Difficult People
- Basic Supervisory Skills

**SCHEDULE TWO
SUPPLEMENTAL TRAINING FOR ALL FIELDS OF WORK**

Groups A - D	Groups E-F	Groups G-I
Office Automation	CSM 1-3	CPM 4-6
Word processing	Intranet	Risk Management
Spreadsheets	Presentation Skills	ICCP
Intro to Lans	Train the Trainer	
Internet - Using Effectively	Contingency Training	
Intro to Telecommunications	ICCP	
ICCP		

**SCHEDULE THREE
INFRASTRUCTURE FAMILY TRAINING**

Groups A - D	Groups E - F	Groups G - I
WAN Administration	CNE (Network Specialist)	Advanced Internetwork Troubleshooting
Wan Management and Configuration Design	Internetwork Troubleshooting	Advanced Routers
Basic BPR	Advanced UNIX	WAN Design
Feasibility Studies (Planning Only)	Advanced Routers	WAN Modeling and Capacity Planning
Budget Prep (Planning Only)	Advanced BPR	Advanced CISCO Certification
ICSM	Strategic Planning	WAN Management and Configuration Design
Intro to Routers	ADABAS Performance and Tuning	Advanced UNIX
Intro to Cisco Router Configuration	DB2 Performance and Tuning	IT Audit
Mainframe Fundamentals	IP Addressing	Advanced DB2 Database Administration
DBA Utilities	Internetworking Multi-Protocol Environments	ADABAS Database Internals
Database Programming	WAN Security	DB2 Internals
Predict (Database Family)	ADABAS Database Design	Architecture Analysis - Data Warehouse Techniques
Internet Management	DB2 Database Design	Data Modeling Fundamentals and Techniques
Procurement Overview	ADABAS Database Administration	Meta-Model Fundamentals and Concepts
IT Long Range Planning	DB2 Database Administration	Any OS/390 Related Training

JCL	Project Management	Specific Database Training (i.e. ORACLE, SYBASE)
TSO	Systems Analysis and Design	
REXX and/or CLISTS	Object Oriented Analysis and Design	
ADABAS Fundamentals	Object Programming	
ADABAS Physical File Design	Development Methodology	
CONSTRUCT	Defining and Organizing Data Resources	
Supporting and Troubleshooting Windows	Data Dictionary Concepts and Fundamentals	
Intro to UNIX	Data Elements, Keys and Attributes	
Any OS/390 Related Training	Advanced Cisco Router Configuration	
Specific Database Training (i.e. ORACLE, SYBASE)	Firewalls and Internet Security	
	Any OS/390 Related Training	
	Mid-level CISCO Certification	
	Specific Database Training (i.e. ORACLE, SYBASE)	

**SCHEDULE FOUR
OPERATIONS AND SUPPORT FAMILY TRAINING**

Groups A - D	Groups E - F	Groups G - I
Intro to AutoCAD - CSU	Intro to LAN Management	CNE Certified Network Engineer
OS/390 Operations	Basic LAN Administration	Project Management
Job Scheduling	RACF Administration	Advanced LAN Administration
JCL	Basic LAN Security	Advanced LAN Security
TSO	Intro to Routers	Intro to LAN Design
TCP/IP	CNA Certified Network Administrator	Quality Assurance
Report Distribution	Intro to Fiber Optics	Computer Operations and Management
Intro to Telecommunications	Procurement Overview	Systems Analysis
Intro to Voicemail	VoiceMail System Administration	Print Management
LOTUS Notes Adm. 1	PBX System Administration	Job Monitoring Tools
OS/390 Related Training	Case Tools	Off-Site Facility Management
Data Center Operations Relevant Training	Data Communication	Tape Management
	LOTUS Notes Adm. 2	Production Control and Data Management

**SCHEDULE FIVE
SYSTEMS DELIVERY FAMILY TRAINING**

Groups A - D	Groups E - F	Groups G - I
Windows Supporting and Trouble Shooting	Project Management	Advance BPR
Systems Analysis and Design	Basic Cost Benefit Analysis	Advanced Project Management
Data Modeling	BPR	IT Audit
Software Testing	LAN Design	Quality Assurance
COBOL	Management Approved Programming Languages	Production Control and Data Management
NATURAL	JCL	Quality Assurance
SQL for ADABAS	Command Level CICS	Computer Operations and Management
SQL for DB2	TSO/ISPF	Systems Analysis
SAS	Intro. to Quality Assurance	Print Management
JCL	Relational Databases	Job Monitoring Tools
Command Level CICS	Advanced ADABAS Classes	Off-Site Facility Management
TSO/ISPF	Advanced DB2 Classes	Tape Management
Power Builder	Data Dictionaries	Lotus Notes Development
FoxPro	Advanced Construct	Imaging
SQL	Advanced FoxPro	Workflow Management
Intro to ADABAS	Client Server Product Classes (Oracle, Sybase, Visual Basic)	Document Management
Intro to DB2	IT Long Range Planning	EDI/EFT
Data Dictionary Concepts	Advanced Internet/Intranet Classes	E. Commerce Training

Code Generators (CONSTRUCT)	JAD/RAD	
Oracle	Lotus Notes Development	
Sybase	Imaging Training	
Home Page Design	Workflow Management	
Intro to HTML	Document Management	
Intro to JAVA	EDI/EFT	
LAN Concepts	E. Commerce Training	
Lotus Notes Development		
Imaging Training		
Workflow Management		
Document Management		
EDI/EFT		
E. Commerce Training		

**SCHEDULE SIX
MANAGEMENT FAMILY TRAINING**

Groups A - D	Groups E - F	Groups G - I
ITS Procurement Overview	Cost Benefit Analysis	Conflict Resolution
Effective Communication	Information Systems Planning Overview	Stress Management
Time Management	Advanced Project Management	Time Management
Structured Analysis and Design	Supporting MS Windows NT Server Enterprise	CPM Continuing Education Courses
Admin. MS Windows		
Supporting MS Windows Core Technologies		

Any technical training relevant to the manager's area of responsibility.

**SCHEDULE SEVEN
APPROVED CONFERENCES AND USER GROUPS**

Groups A - D	Groups E - F	Groups G - I
	SAGA User's Conference	SAGA User's Conference
	CA World	SHARE - IBM User's Conference
	SHARE - IBM User's Conference	NASTD
	NASTD	NASIRE
	IDUG - DB2 User's Group	IDUG - DB2 User's Group
	Information Builders User's Group	COMDEX - Technology Showcase
	DEVCON - FoxPro Developer's Conference	DEVCON - FoxPro Developer's Conference
	GIGA Conference	CA World
	CISCO Networkers Conference	GIGA Conference
	ICA Conference	CISCO Networkers Conference
	Gartner Conference	ICA Conference
	EXPLORE	EXPLORE
	AMDAHL User's Group	AMDAHL User's Group
	Hitachi User's Group	Hitachi User's Group
	AIIM	AIIM
	Lotusphere	Lotusphere