

## 4.0

# T r a i n i n g   G u i d e l i n e s

### 4.1 Preamble

The training guidelines contain elements strongly recommended for training instructors and program reviewers, as well as additional training elements the Task Force believes to be appropriate.

### 4.2 Purpose

The training guidelines set a standard throughout the state for application, review, and evaluation of employer CTR programs. After examining local and national experience with training practices, the Task Force concluded that a comprehensive training program is vital to successful implementation of the CTR law. Training will:

- Help ensure consistent knowledge and understanding of the law, rules, and guidelines and promote consistent review of employer CTR programs statewide.
- Add a sense of professionalism and importance to the program.
- Make future evaluation easier and more effective.
- Permit more interaction and participation among those directly involved in implementation, which will foster future networking.

A training program must be created and used with considerable care to produce non-bureaucratic, unburdensome, and relevant courses. Recommendations contained here will provide for a well-coordinated and highly effective training program.

These guidelines cover types of training, training development, funding, and public education. *The basis for these training guidelines is the report Training Recommendations produced by the Task Force's Subcommittee on Parking, Training, and Model Programs.*

### 4.3 Training Programs to be Developed for Statewide Use

Three types of standardized training programs will be centrally developed for ongoing use by the state and/or local jurisdictions: orientation, basic training, and specialized training.

#### 4.3.1 Orientation

Presentation and materials should be available locally to familiarize local governments and employers with the CTR law. This optional orientation would be offered to local officials and their staffs to explain CTR requirements and to senior managers of affected employers to gain their commitment to CTR programs (for example, through presentations at business association meetings).

#### 4.3.2 Basic Training

Curriculum and materials that cover the law, rules, guidelines, process, and procedures should be provided locally for governments and employers. In addition, the importance of obtaining high survey response rates will be emphasized. Basic training will be required for instructors and program reviewers but will be optional for others.

### **4.3.3 Specialized Training**

In addition to basic training, specialized training should be tailored to each major applicable job at the local government level and at employer sites, as described below.

#### **4.3.3.1 Local Instructor**

Description: A professional who will train others on various operations of the CTR law. Instructors could be staff or consultants of one or more affected jurisdictions or one or more affected employers. An instructor would become qualified to conduct orientations, basic training, and/or specialized training for local government and/or employer personnel involved in administering the CTR law.

Qualifications: Required to complete state-provided training course for instructors and earn a certificate of competency issued by the chair of the Task Force. This training would include the basic training course and the comprehensive ETC training programs, with the addition of subjects related to being an effective instructor. The state should ensure that a formal process is in place to update instructors on any changes to the law, guidelines, or procedures.

#### **4.3.3.2 Local Program Reviewer**

Description: Local jurisdiction staff (or others functioning in this role) who will review employer programs and progress reports. Local jurisdiction staff involved in CTR administration are strongly encouraged to attend this training, even if the jurisdiction contracts with another party to review employer CTR programs.

Qualifications: Pass an initial exam to earn a certificate of competency issued by the chair of the Task Force. Following initial certification, program reviewers are required to attend an annual recertification workshop organized by the TAT and must pass a recertification exam at the conclusion of the workshop in order to be qualified to review employer programs during the following year. The intent of the recertification process is to ensure statewide consistency in program review and promote the exchange of ideas and best practices among program reviewers. The recertification process will commence effective July 1, 1997. The state should ensure any changes to the law, guidelines, or procedures are communicated to program reviewers during the annual recertification workshop. The state should host at least two recertification workshops each calendar year. Local jurisdiction staff involved in CTR administration are not required to

complete the initial exam or participate in the recertification process if the jurisdiction contracts with another party to review employer CTR programs.

Local jurisdiction staff (or others functioning in this role) shall conduct workshops in each jurisdiction for employers to discuss the information presented in the annual recertification workshops and any changes to the law, guidelines, or procedures which impact employers or the program review process. Such workshops should be conducted prior to the time when an employer is required to submit its annual CTR program report to the jurisdiction. Local jurisdictions should notify the TAT prior to these workshops and are encouraged to work collaboratively with the TAT in planning the workshops or any other events in which program review issues will be discussed.

#### **4.3.3.3 ETC and Program Developers/Coordinators/Managers**

Description: Staff (or others functioning in these roles) of an affected employer who administer the employer's CTR program, performing such functions as CTR program development, administration, and recordkeeping, as well as promoting alternative transportation modes among employees.

Qualifications: Encouraged to complete the state-developed training course, which will provide ETCs with everything they need to know about the law, along with how to develop, implement, market, manage, and evaluate an effective CTR program at their worksite. The Task Force also encourages local jurisdictions to offer ETC training and continuing education. Ongoing training could be available through an ETC network, workshops on specific topics, etc.

#### **4.3.3.4 Local Service Provider**

Description: Operators of services that may be in demand as a result of employer CTR programs, such as parking operators, taxi associations, transit operators, shuttle operators, and consultants.

Qualifications: Encouraged to complete locally provided training about the CTR law. Parties directly contracted by an employer or group of employers to provide assistance in implementing CTR programs may also attend program reviewer training.

#### **4.3.3.5 Consultants**

Consultants already on contract to provide any of the administrative services would attend the appropriate training described above.

### **4.4 Training Program Development**

#### **4.4.1 Oversight**

The development of training programs is the responsibility of the TAT and shall be overseen by the chair of the Task Force.

#### **4.4.2 Course Development Responsibility**

The intent of the Task Force is to have the TAT work with the available resources of local transit agencies, local governments and, if necessary, hire a consultant to create the training curriculum.

#### **4.4.3 Local Supplements**

Local jurisdictions should supplement the decision-maker orientation, the basic training course, and the specialized training courses with any additions needed to create a complete package of state and local requirements. Training for ETCs should be customized for local jurisdictions. Local instructor and program reviewer training should be coordinated with the TAT to ensure these training programs are complete and tailored to local conditions.

### **4.5 Funding**

The Task Force recognizes the need to support training over and above what is possible with existing funding and will pursue additional funding sources.

### **4.6 Public Education**

The Task Force considers public education vital to the success of the CTR law and will pursue additional resources for education and information. These efforts will be coordinated with related programs of WSDOT, DOE, and other parties as appropriate.

In 1997, the Washington State Legislature amended the CTR law to include a recognition of the importance of increasing individual citizens' awareness of transportation-related issues and the contribution individuals can make toward solving these problems. *RCW 70.94.521* In addition, the Legislature directed the Task Force to work with jurisdictions, major employers, and other parties to develop and implement a public awareness campaign designed to increase the effectiveness of local CTR programs. *RCW 70.94.537[3]* The Task Force, in cooperation with WSDOT, local governments, and major employers, expects to launch the public awareness campaign in January 1998.