

Administrative Procedure # 21

Employee Learning and Development

(Formerly Employee Training and Development)

Effective Date: 01/19/1995

Revision Date: 11/23/2020

Statutory Reference: Minn. Stat. § 43A.21

GENERAL PROCEDURES AND INSTRUCTIONS

Description

Employee learning and development are vital to attracting, engaging, and enhancing a diverse and talented workforce. This helps agencies achieve their mission, goals, strategic plan, employee engagement strategies, and workforce planning, resulting in more effective and efficient delivery of services to the public. Agencies should develop employees' skills and leadership through coaching, mentoring, and continuous learning. Agencies must ensure employees complete required training described in the provisions below.

Objective

To establish employee training and development guidelines, and provide required training information. As an outcome, agency management, the employee's supervisor, and the employee work in partnership to determine work goals, training needs, and opportunities for continuous development resulting in:

- A productive and skilled workforce that can meet current and future needs
- Respectful workplace relationships in a well-functioning and inclusive workforce
- Engaged employees who achieve career and individual development goals

Scope

This administrative procedure applies to:

- All employees of executive branch agencies (Minn. Stat. § 43A.02, subs. 2 & 22).
- Classified employees in the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employees Retirement Association, and Teachers Retirement Association (Minn. Stat. § 43A.04, subd. 1(a)).

Definitions and Key Terms

Key Term	Definition
<i>Professional Development</i>	Learning and development activities that help an employee improve or increase their job-related knowledge and capabilities.
<i>Individual Development Plan (IDP)</i>	An action plan developed between a supervisor and employee that identifies goals, projects, or activities that contribute to the employee's development in the agency.
<i>Release Time</i>	Regular paid time when employees are excused from their regular work activities to attend Required Training or agency-approved Professional Development activities.
<i>Required Training</i>	Training the agency requires the employee to attend as a work assignment.

Exclusions

N/A

Statutory References

Minn. Stat. § 43A.21

RESPONSIBILITIES

I. Agency

Agencies have a responsibility to create and maintain a culture that encourages learning and development. This is not only part of the performance management process that supports the agency's mission, but also enhances the employee's skills. This responsibility can include, but is not limited to:

- a. Developing a plan and budget for training, based on a needs analysis.
- b. Promoting access to training for all employees.
- c. Conducting and evaluating training programs.
- d. Ensuring Individual Development Plans (IDP) are jointly discussed, prepared, reviewed, and annually updated by management, supervisors, and employees. IDPs must be based on an analysis of the agency's needs and be consistent with the agency's mission. IDPs are an essential part of the employee performance management process.

II. Managers and Supervisors

Managers and supervisors have a responsibility to initiate discussions about individual development, including but not limited to:

- a. Partnering with employees to assess and establish learning and development objectives that meet the needs and goals of the agency, the work unit, and the employee.
- b. Implementing and monitoring the progress of employee IDPs.
- c. Incorporating learning and development into the performance management process.
- d. Seeking to improve management/supervisory skills of managers and supervisors through employee development.
- e. Extending probationary periods for classified managerial or supervisory appointments as provided in the applicable collective bargaining agreement or compensation plan, if Required Training has not been completed.

III. Employees

Employees are responsible for initiating discussion with their supervisors and/or managers to identify and assess their own specific learning and development needs and goals, including but not limited to:

- a. Partnering with their supervisor or manager to assess and establish learning and development objectives that meet the needs and goals of the agency, the work unit, and the employee.
- b. Actively searching for learning opportunities in state government and elsewhere.
- c. Following through and completing targeted learning and development goals.
- d. Developing their IDP subject to feedback and approval by their supervisor and/or manager.

IV. Minnesota Management and Budget (MMB)

MMB is responsible for providing leadership and facilitating partnerships in human resources, talent management, and organizational development for state agency employees, including but not limited to:

- a. Administering and, to the extent possible, conducting programs in training and development for employees to promote individual, group, and agency efficiency and effectiveness.
- b. Developing and coordinating a consistent training policy).
- c. Partnering with agencies to provide information about learning and development opportunities.
- d. Assisting agencies to formulate links between agency goals, strategic plans, engagement initiatives, performance management, workforce plans, and succession plans.
- e. Designing and implementing management training and development programs for state service, including mandatory training and development requirements for classified managers and supervisors.

- f. Providing Required Training needed for certification of classified managers and supervisors.
- g. Evaluating statewide learning and development needs and finding ways to meet those needs to the extent possible by providing opportunities for training on topics with statewide importance.
- h. Developing ways to share resources (e.g. trainers, materials, technology, and facilities) and information on learning plans, policies, and procedures between and among public agencies to increase access, reduce costs, and enhance quality.

PROVISIONS

I. Required Training for Managers and Supervisors

Minnesota Statutes, section 43A.21 provides that “[n]o person shall acquire permanent status in a management or supervisory position in the classified service until training and development requirements have been met.” The Required Training for certification of classified managers and supervisors is as follows:

a. Classified Managers

- i. Must complete all required training of the MMB-sponsored Manager Core Program to qualify for certification as a permanent, classified manager in a managerial position. The classified manager must complete this training during the probationary period for the position. Probationary periods may be extended as provided in the Managerial Plan if Required Training has not been completed. In no instance will a manager be certified to permanent status in a classified managerial position unless the training requirements of this section have been completed.

(1) MMB may, at its discretion, credit training the manager attended within 2 years prior to appointment.

- ii. Before any classified manager may be certified to permanent status, the agency human resources office, or designated human resource staff, must verify that the classified manager completed the Manager Core Program Curriculum.

b. Classified Supervisors

- i. Must complete all required training of the MMB-sponsored Supervisor Core Program to qualify for certification as a permanent, classified supervisor in a supervisory position. The classified supervisor must complete this training during the probationary period for the position. Probationary periods may be extended as provided in the applicable collective bargaining agreement or compensation plan if Required Training has not been completed. In no instance will a supervisor be certified to permanent status in a classified supervisory position unless the training requirements of this section have been completed.

(1) MMB may, at its discretion, credit training the supervisor attended within 2 years prior to appointment.

- ii. Before any classified supervisor may be certified to permanent status, the agency human resources office, or designated human resource staff, must verify that the classified supervisor completed the Supervisor Core Program Curriculum.

c. Unclassified Managers and Supervisors

- i. Unclassified managers and supervisors are encouraged to, but are not required to, complete the applicable core training program referenced above.

II. Payment and Reimbursement

a. Required Training

- i. Agencies are responsible for all necessary and legitimate expenses (e.g. tuition, books, etc.) for Required Training. Compensation for travel time is subject to the applicable collective bargaining agreement or compensation plan.
- ii. Employees must receive Release Time to attend Required Training.

b. Professional Development

iii. Tuition and Learning Fees

- (1) At the appointing authority's discretion, agencies may pay all or a portion of tuition and/or fees for Professional Development that the agency determines is job-related.
- (2) Payment of tuition and/or fees for Professional Development must be approved in advance by the agency head or a designee.
- (3) The tuition and/or fee expenses for approved Professional Development must be encumbered prior to the employee enrolling, unless an encumbrance exception is provided under Statewide Operating Policy 0701-01.
- (4) A copy of agency approval for payment of tuition and/or fees for attending Professional Development must be maintained on file.

iv. Release Time

- (1) At the appointing authority's discretion, agencies may grant employees Release Time to attend Professional Development that the agency determines is job-related. Release Time may be authorized whether or not the agency pays tuition and/or fees for the Professional Development.
- (2) Use of Release Time for Professional Development must be approved in advance by the agency head or a designee.

v. Unpaid Leave

To the extent provided in the applicable collective bargaining agreement or compensation plan, agencies, at their discretion, may grant employees unpaid education or development leave (including sabbatical) to pursue education or development activities.

OTHER RELEVANT LAWS, RULES, CONTRACTS AND ADMINISTRATIVE PROCEDURES

1. Minnesota Statutes, section 43A.21
2. Administrative Procedure 20 - Performance Management (Formerly Job Clarification/Performance Appraisal)