

EMPLOYEE TRAINING AND DEVELOPMENT

Description and Scope - The State of Minnesota believes that training and development are integral components of work performance, and are inherently tied to agency mission, goals, strategic planning, workforce planning and finally the provision of services to the public. The State of Minnesota, as employer, values the dignity and the potential of its employees and believes that developing employee potential, through coaching, education and training, mobility opportunities, and on-the-job training is critical to organizational effectiveness. It is the responsibility of the agency management, the supervisor and the employee, working in partnership, to determine the work goals and training needs for each. The purposes for training and development are:

- to provide agencies with a productive and skillful work force capable of meeting the current and future responsibilities of state government;
- to promote constructive work-place relationships in a healthy and diverse workforce; and
- to assist employees in achieving career and individual development goals.

Responsibility -

A. Agency

State agencies have the responsibility to create and maintain a climate which encourages training and development as an ongoing part of the performance management process which supports the accomplishment of the agency's mission, including but not limited to:

- developing a plan and budget for training based upon needs analysis, promoting access to training for all employees,
- ensuring that training and development plans are prepared, updated, and discussed by management, supervisor and employee, as part of the employee performance communication process, at three organizational levels: 1) agency, 2) work unit, and 3) individual employee development, and
- ensuring that the individual employee development plan is developed jointly by the individual employee and the supervisor, is based upon needs analysis, and is consistent with the mission and needs of the agency.

B. Manager and Supervisor

Managers and supervisors have the primary responsibility for initiating communication about work unit training and individual development including but not limited to:

- working in partnership with individual employees to assess training needs and coordinate agency, work unit and individual employee development plans,
- ensuring implementation of employee development plans,
- incorporating training and development into the performance management process, and
- seeking to improve management/supervisory skills in employee development.

C. Employee

State employees have responsibility for initiating discussion to identify and assess their own specific training needs including but not limited to:

- working in partnership with supervisors and managers to meet the agency, work unit, and their own training and development needs, and
- actively searching for training opportunities within state service and elsewhere.

D. Department of Employee Relations

The Department of Employee Relations has responsibility for providing leadership and facilitating partnerships in human resource development for state employees, including but not limited to:

- advocating for and providing continuous education about training and development issues throughout the executive branch, in partnership with agencies and collective bargaining units,
- assisting agencies in formulating links between agency goals, performance management and employee development and providing training for supervisors and managers on developing employees,
- continuously assessing state-wide training and development needs, and finding ways to meet those needs by providing opportunities for training on topics with state-wide impact, and
- developing ways to share resources (trainers, materials, technology, facilities) and information on training plans, policies and procedures between and among public agencies to increase access, reduce costs and enhance quality.

Certification Training for Supervisors and Managers

Classified managers must complete 80 hours of training within one year after their initial appointment. The Management Development Core Program (36 hours), sponsored by DOER and other agencies, is a required portion of the 80 mandatory hours. Core equivalencies attended within two years of appointment may be requested from DOER. The remaining 44 hours of mandatory training must be management-related and may be provided by DOER, the agency, or through outside course work. Participation in training within the two years prior to an employee's appointment may also be considered. It is the responsibility of the agency Human Resources office, or designated human resource staff, to verify completion of the 80 hours prior to certification.

Supervisors are required to complete 48 hours through the Supervisory Core Program sponsored by DOER within the probationary period specified in their labor contract. Completion of the 48 hours through the Supervisory Core Program fulfills the training requirement necessary for permanent status. Approval for equivalencies for training attended within the two years prior to appointment may be requested from the Department of Employee Relations. It is the responsibility of the agency Human Resources office, or designated human resource staff, to verify completion of the 48 hours prior to certification.

Payment and Reimbursement

Tuition and expense payment in advance or reimbursement upon satisfactory completion will be made at the discretion of agency management and will be provided based upon agency needs, and in a manner consistent with the agency, work unit, and individual employee development plans.

Required training

For training that is required by the agency, manager, or supervisor, the agency is responsible for payment of 100% of related necessary and legitimate expenses (such as tuition, books, travel expenses, travel time, and attendance time).

All other training

Agencies may grant employees release time and/or pay tuition or instructional fees based on the perceived value of training to the agency or to the state. The scale for expense payment will range from a maximum of 100% to a minimum of 0%. One hundred percent is appropriate for training that is of major value to the agency.

Agency Training and Development Planning Cycle

