

Human Resources Training and Development

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Policy

It is the policy of the State of North Carolina to provide training and development for its employees designed to:

- Improve productivity, effectiveness and efficiency of government service by development and better utilization of talents, abilities and potential of employees.
 - Help employees develop their knowledge, skills and abilities so that they might become better qualified to perform the duties of their present jobs and advance to more responsible positions.
 - Provide for the development of managers and supervisors capable of organizing and developing effective management systems for the accomplishment of each State agency's goals and objectives.
 - Accelerate the development of culturally disadvantaged employees whose abilities and aptitudes are underutilized because of inadequate education and training.
 - Alleviate labor market shortages and reduce personnel turnover.
 - Prepare employees to deal more effectively with growing social, scientific and economic problems faced by government by making use of advances in professional and vocational knowledge and technology.
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Responsibilities

Providing adequate training and development of State employees can best be accomplished through the combined efforts of employees, supervisors on the job, departmental management and the Office of State Human Resources in cooperation with the State's institutions of higher education.

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Training and development programs should recognize the following roles:

Employees. State employees at all levels ultimately retain an obligation for their own development and education and it is expected that employees will advance their own careers through appropriate self-education and self-improvement.

Managers and Supervisors. Managers and supervisors have the initial responsibility for training and development of their employees. In fulfilling this responsibility, managers and supervisors should identify the individual training needs of their employees, and work with employees to prepare and effect plans for their development. Such plans should make use of on-the-job training including individual and group instruction by supervisors, formal training and educational activities, and rotational assignments to provide greater depth and a wide base of experience.

Agencies. Each agency has a responsibility for training and developing its employees. It is responsible for assuring that training programs geared to specific agency needs are planned, budgeted and established and that their employees participate in these programs. In addition each agency shall work closely with other agencies and the Office of State Human Resources to promote the use of interagency training programs and resources wherever possible.

Office of State Human Resources. The Office of State Human Resources shall be responsible for the State's role in overall planning, coordinating and review of training and development programs and appropriate interagency training.

State Universities, the Community College System and Public Instruction. The Office of State Human Resources and State agencies are responsible for utilizing the State's universities, community college system, and public instruction to the fullest degree possible in securing professional, management and vocational education to meet their personnel development needs.

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Use of Non-State Government Education and Training Sources Policy

State agencies may enter into contracts for education and training through non-State government sources in accordance with established State Human Resources Commission policies and procedures. All contracts should follow policies and procedures issued by the Division of Purchase and Contract, Department of Administration.

Determination of Need for Training

Before State Human Resources authorizes education or training through non-State government sources, the agency must have:

- Determined that agency employees do not possess the knowledge and skills to meet that training or educational need, and
 - Determined that training is not available within State government to meet the agency's needs. Education and training are not available when:
 - ✓ Existing programs in State government will not meet the need
 - ✓ New programs cannot be established to meet need
 - ✓ Inquiry has failed to disclose availability of programs in other departments, State Human Resources, public education, higher education institutions or elsewhere in State government.
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Selection of Non-State Government Sources

When there is a choice between outside training sources, consideration will be given to the following factors:

- Competency to provide the particular training needed
- Geographic accessibility of the training source
- Availability of training at the particular time or place it is needed
- Comparative cost as determined by Division of Purchase and Contract policies and procedures
- Practicality of administrative arrangement involved
- The significance of accreditation

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- The advantages that might result from arrangements with the source when several equally acceptable are available
 - The consequences of using limited State resources versus none at all
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Procedure for Approval of Non-State Sources

Should any State agency have an educational or training need that cannot be met by resources within State government, the following steps must be followed:

1. The agency's training needs and training objectives must be defined. This should include an explanation of how the achievement of these training objectives contributes to the agency's goals.
 2. Upon agreement by the Office of State Human Resources that such training cannot be obtained within State government resources, the Division of Purchase and Contract should be notified of the training need through the submission of a justification memo 1 North Carolina Administrative Code 5C. This request should be coordinated through the agency's purchasing officer.
 3. It must be documented in the justification memo that the educational or training need cannot reasonably be met by any State government institution or agency. This should include a list of the agencies contacted and the responses of each agency.
 4. The required training will then be acquired in accordance with State Purchase and Contract Policy.
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Apprenticeship Training

It is policy of the State of North Carolina to promote and encourage the establishment, maintenance and growth of apprenticeship programs to help meet the workforce needs of State government. All such program shall be administered through and in accordance with policy and standards established by the North Carolina Department of Labor in cooperation with the employing agency. All persons serving in an apprenticeship program supported by funding from a permanent position subject to the State Human Resources Act shall receive a regular trainee appointment. An apprenticeship trainee appointment to a permanent position may be preceded by a time-limited appointment to

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an apprenticeship slot. An apprentice with a trainee or time-limited appointment shall receive the same employment benefits as other SPA employees with trainee or time-limited appointments. Upon successful completion of an apprenticeship program, an apprentice who enters regular state employment shall receive a permanent appointment.
