

Employee Learning and Development Policy

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§ 1. Policy

It is the policy of the State of North Carolina to provide learning 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 advance positions.
- Provide development for 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 learning.
- Increase employee engagement and overall job satisfaction 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.

§ 2. Responsibilities

Providing adequate learning and development of State employees can best be accomplished through the combined efforts of employees, supervisors on the job,

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departmental management and the Office of State Human Resources in cooperation with the State's institutions of higher education.

Learning 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 learning and development of their employees. In fulfilling this responsibility, managers and supervisors should identify the individual learning 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 learning including individual and group instruction by supervisors, formal learning and educational activities, and rotational assignments to provide greater depth and a wide base of experience.

Agencies. Each agency has a responsibility for learning and developing its employees. It is responsible for assuring that learning 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 learning 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 learning 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.

§ 3. Use of Non-State Government Education and Training Sources Policy

State agencies may enter into contracts for education and learning through non-State government sources in accordance with established State Human Resources

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Commission policies and procedures. All contracts should follow policies and procedures issued by the Division of Purchase and Contract, Department of Administration.

§ 4. **Determination of Need for Learning**

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

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

§ 5. **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 learning needed.
 - Geographic accessibility of the learning source.
 - Availability of learning 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.
 - 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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§ 6. Procedure for Approval of Non-State Sources

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

1. The agency's learning needs and learning objectives must be defined. This should include an explanation of how the achievement of these learning objectives contributes to the agency's goals.
2. Upon agreement by the Office of State Human Resources that such learning cannot be obtained within State government resources, the Division of Purchase and Contract should be notified of the learning 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 learning 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 learning will then be acquired in accordance with State Purchase and Contract Policy.

§ 7. Apprenticeship Learning

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 programs shall be administered through and in accordance with policy and standards established by the U.S. Department of Labor in cooperation with the employing agency.

§ 8. History of This Policy

Date	Version
May 2, 1966	<ul style="list-style-type: none"> • Personnel administration - training and staff development. Provides a continuing developmental process so that competent and industrious employees are available to fill high level vacancies.

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	<ul style="list-style-type: none"> • Each agency to determine its present and projected manpower needs, based on expansion of services and changing technology. • Each agency, within the limit of its resources, should encourage every employee to avail themselves of training opportunities. • The State Personnel Department will provide assistance and coordination in securing training resources, setting standards, determining needs, securing and disseminating information on resources for specialized training and will give advice concerning current methods and consult with agencies on training and development programs.
September 1, 1967	<ul style="list-style-type: none"> • Statement of objectives of the Management Development Program.
January 1, 1978	<ul style="list-style-type: none"> • Apprenticeship Training - This policy is to support and promote the establishment of apprenticeship programs where appropriate in State government and to inform agencies how they shall be administered through the State Personnel System.
November 1, 1990	<ul style="list-style-type: none"> • Revised policy on apprenticeship training to allow apprenticeship agreements although technically prohibited by policy forbidding employment contracts. Since required by GS 94, a clarifying exception is added which will permit their use in registered apprenticeship programs. Also, changes to assure that apprentices working against positions SPA are treated consistently in regard to appointment status, and receive the same employment benefits as other SPA employees.
June 4, 2020	<ul style="list-style-type: none"> • Revised to change the title from “Personnel Training and Development” to “Employee Learning and Development” because “training” is now referred to as “learning” • Changed “more responsible” to “more advanced” since the employee may be moving up into a higher position

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	<ul style="list-style-type: none">• Changed “Alleviate labor market shortages and reduce personnel turnover” to “Increase employee engagement and overall job satisfaction” because Talent Management is charged with increasing employee engagement not tracking personnel turnover and job shortages• Changed “State Personnel Manual” to “State Human Resources Manual” throughout the document, and• Deleted the last paragraph from the Apprenticeship “Learning” section as it is no longer applicable.
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