

**SAM – INFORMATION TECHNOLOGY
(California Technology Agency)**

TRAINING AND EMPLOYEE DEVELOPMENT

4854

(Revised 03/11)

General Philosophy. The Technology Agency recognizes that training and employee development is primarily a responsibility of line management. The identification of needs, establishment of priorities, and implementation of training clearly reside with the discretion of each agency. These guidelines relate to technical IT training since management training and development and other general training activities are often intermixed with broader departmental goals. The following statements of policy are intended to facilitate these key objectives.

Policy. Employee training and employee development are the responsibility of each agency. Within an agency, line management is responsible for identification of needed skills, development and implementation of a training plan and establishment of priorities.

Training Coordinator. Agencies should appoint a training coordinator to assist line management in inventorying employee skills, assessing training needs and developing a training schedule. This may be a person in the departmental training office or a person in the IT organization.

Additional responsibilities of the training coordinator will be to act as liaison with other departments for the purpose of joint or coordinated training efforts.

Training Plans. The dynamic field of information technology requires continuous upgrading of skill in order to remain abreast of rapidly changing technology. Because of technological changes and evolving personnel needs, it is imperative that agencies have a plan that will ensure that skills required by the department are developed in an orderly fashion. Management should be aware of the extent to which the effectiveness of their programs are dependent upon the technical skills of their staff.

Training Priorities. It is recommended that priority be given to development of those skills necessary in the effective performance of each person's current position. After essential needs are met, career-related training needs may be addressed.

Source of Training. Agencies should assess their training needs and attempt to satisfy their needs through the most cost-beneficial source. Some training alternatives are: on-the-job training; development of in-house training; cooperative training programs with other departments; training programs through the state data centers; departmental group contracts with outside vendors; and attendance of one or more employees at an outside vendor's training class. The Technology Agency encourages close coordination and cooperation between agencies.

Out-Service Training Needs. Agencies should make every effort to identify those skills areas where they anticipate the need to contract for training with outside vendors. These needs should be outlined in their training plans. Inclusion in the preliminary plans will provide an opportunity to determine whether comparable training may be made available through a more cost-effective source or whether these needs might be coordinated with the needs of other departments.