

**SAM – INFORMATION TECHNOLOGY  
(California Department of Technology)**

**TRAINING AND EMPLOYEE DEVELOPMENT**

**4854**

(Revised 1/2016)

**General Philosophy.** The Department of Technology 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/state entity. These guidelines relate to technical IT training since management training and development and other general training activities are often intermixed with broader Agency/state entity 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/state entity. Within an Agency/state entity, line management is responsible for identification of needed skills, development and implementation of a training plan and establishment of priorities.

**Training Coordinator.** Agencies/state entities 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 Agency/state entity training office or a person in the IT organization.

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

**Training Plans.** The dynamic field of IT 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/state entities have a plan that will ensure that skills required by the Agency/state entity are developed in an orderly fashion. Management should be aware of the extent to which the effectiveness of their programs is 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/state entities 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 Agencies/state entities; training programs through the state data centers; Agency/state entity group contracts with outside vendors; and attendance of one or more employees at an outside vendor's training class. The Department of Technology encourages close coordination and cooperation between Agencies/state entities.

**Out-Service Training Needs.** Agencies/state entities 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 Agencies/state entities.