

DHS Employee Training & Development Guiding Principles – April 2006

We value continuous learning and professional development.

The DHS Core Values of Professionalism and Stewardship are demonstrated by our commitment to the ongoing professional development of employees in the belief that the organization and its stakeholders directly benefit from the efforts of a highly skilled and motivated workforce.

Professional development can be effective recruitment or retention strategies.

Managers may work with HR to develop these strategies for specific job classifications, and for outreach to specific populations of potential employees.

Mutual planning between manager and employee is the key to development.

- Employees and their managers mutually develop individual development plans that identify ways to increase proficiency in subjects relevant to job duties or desired DHS career opportunities. These plans may include:
 - required training or certifications.
 - optional, internally or externally provided educational courses or training seminars; or DHS sponsored events, such as the Diversity Conference.
 - other types of career development activities, such as, job rotations, developmental assignments, task group participation or mentoring.
- These plans take into consideration operational needs and workload coverage.

DHS uses creative ways to support employee training and development.

- Limited periods of paid leave may be granted, for travel and attendance, the timing and duration of which is subject to operational need.
- Flexible, modified or other alternate work schedules may be used to accommodate travel or attendance.
- Reimbursement for travel, per diem, tuition, fees or other expenses may be provided.

Each cluster has various funding streams and requirements that support many different job classifications and work assignments, therefore cluster leadership determines what employee supports work best in their program areas.

- Reimbursement may be dependent on successful completion of course work, certification requirements or conference sessions completed.
- Clusters may develop their own set supports for professional development and their own criteria for reimbursement.

Budgetary considerations always play a role in training and development decisions.

- The amount of reimbursement depends on individual, cluster or organization needs and the ability of the cluster to financially support the reimbursement.