

## Chapter ER 44

### EMPLOYEE DEVELOPMENT AND TRAINING

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**Note:** Corrections made under s. 13.93 (2m) (b) 6., Stats., Register December 2003 No. 576.

**ER 44.01 Policy and purpose.** To promote efficiency and economy in the operation of state government, the state is committed to offering training opportunities for employees at all levels to develop maximum employee proficiency, to enhance the achievement of affirmative action goals, and to establish and maintain the highest standards of performance in the transaction of the state's business. Appointing authorities are responsible for identifying training needs and making opportunities available for their employees in accordance with the policy set forth in s. 230.046 (1), Stats. Upon request of a state agency or where cost efficiencies can be realized, the office will sponsor training and other developmental programs designed to develop and maintain the skills, knowledge and abilities of the state's work force.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84.

**ER 44.02 Definitions.** In this chapter:

(1) "Career-related training and educational activities" means those activities which are necessary for:

- (a) The employee to progress through a classification series related to the employee's current position; or
- (b) The employee to advance to another position within a career path.

(2) "Employee development and training program" means the aggregate policies, procedures and activities that are designed and established to meet the training and development needs of employees.

(3) "Employee development and training plan" means the procedures and course of action established to implement an employee development and training program.

(4) "Formal training" means instructor-led structured training.

(5) "Job-related training and educational activities" means those developmental activities to which the agency assigns an employee to:

- (a) Develop, improve or update skills or knowledge which the agency determines an employee needs to perform the duties of the employee's current position;
- (b) Meet performance standards in a trainee, intern, understudy, apprentice, or specially funded employee development program; or
- (c) Complete activities designed to broaden the employee's experience while accomplishing the work of the agency.

(6) "New supervisor" means an employee appointed to a position with supervisory or managerial responsibilities as defined in s. 111.81 (19) and (20), Stats., who has not previously attained permanent status in a supervisory or managerial position in the classified service.

(7) "Personal development training and educational activities" means those activities which an employee chooses to undertake to gain skills, knowledge or experience for self-improvement and which are not directly related to the employee's current position or recognized by the agency as career-related.

(8) "Supervisory development program" means a formal, structured program designed to provide supervisors and managers with the skills, knowledge and experience needed to perform effectively in supervisory or managerial positions.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84; renum. (2) to (6) to be (4) to (8), cr. (2) and (3), Register, May, 1988, No. 389, eff. 6-1-88.

**ER 44.03 Basic supervisory development. (1) PURPOSE.** Recognizing that supervisors represent a key link between agency goals and agency action and that the behavior and attitudes of supervisors are of fundamental importance to employee relations, s. 230.046 (2), Stats., requires each new supervisor to complete successfully a supervisory development program approved by the director.

(2) **WAIVER OF APPROVED SUPERVISORY DEVELOPMENT PROGRAM.** (a) An appointing authority may request the director to waive all or a portion of the supervisory development program for any new supervisor or manager who has received equivalent training prior to appointment. The appointing authority requesting the waiver shall provide the director with written assurance that the employee's record shows prior supervisory training equivalent to the standards set forth by the director.

(b) The director shall provide the agency with notification of approval or disapproval within 15 working days after receipt of the request.

(c) The director may delegate to the appointing authority of an agency which maintains an approved supervisory development program the authority to waive all or a portion of the program for a specified employee.

(3) **PROBATIONARY PERIOD WAIVER.** For provisions regarding waiver of a probationary period prior to completion of basic supervisory development training, see s. 230.046 (2), Stats.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84.

**ER 44.04 Understudy program. (1) PURPOSE.** To provide continuity in provision of service, the director may establish an understudy program for a selected position so that an employee may participate in relevant duties before functioning independently.

(2) **ESTABLISHMENT.** (a) An agency desiring to appoint an employee under the understudy program shall request approval from the director prior to initiation of the recruitment process under s. 230.14, Stats.

(b) A person may be appointed to serve as an understudy in a position having duties in addition to the understudy functions or in a position specified solely for understudy, but in no case shall a position specified solely for understudy be filled for more than one year before the objective position vacancy is anticipated.

(3) **BASIS OF UNDERSTUDY PAY.** Persons serving in positions having solely understudy functions may be paid on the same basis as provided for trainees under ch. ER 29 and the compensation plan. Persons serving in positions having duties in addition to the understudy function shall continue to be paid on the basis provided for the non-understudy functions.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84; cr. (3), Register, May, 1988, No. 389, eff. 6-1-88.

**ER 44.05 In-service training internship program.**

(1) **PURPOSE.** In order to implement the state's commitment to a responsible, highly qualified staff, a training internship program for positions shall be established by the director to give training in public service administration, to improve opportunities for career progression, or to meet agencies' affirmative action goals.

(2) **ESTABLISHMENT.** (a) In-service training internships may be established by agencies for a period not to exceed 3 years under the direct supervision of an experienced employee in a managerial position.

(b) Each training internship shall be approved by the director.

(c) A comprehensive training plan shall be developed for each training internship. The plan shall include provisions for:

1. Establishing development objectives against which the intern will be evaluated by the supervisor at least every 6 months during the internship; and

2. Ensuring that there is a managerial employee responsible for overseeing the intern's progress during the training internship.

(3) **REPORTING.** Agencies shall provide progress and status reports on each internship as required by the director.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84.

**ER 44.06 Tuition and fees refund program.** When an employee participates in employee training and educational activities with the prior approval of the appointing authority, the following minimum standards for refund of tuition, necessary fees and time off from work shall apply:

(1) **JOB-RELATED TRAINING AND EDUCATIONAL ACTIVITIES.** Attendance of employees at job-related training and educational activities shall be without loss of pay and shall be at the employer's expense.

(2) **CAREER-RELATED TRAINING AND EDUCATIONAL ACTIVITIES.** Upon successful completion of career-related training and educational activities, the employer may reimburse the employee for tuition, registration fees, laboratory costs, books and required student fees, except those fees paid for student activity, health or athletic events. The reimbursement level shall be agreed upon prior to attendance at the activity. Time off for career-related training and educational activities may be granted without loss of pay or taken as authorized accrued leave or compensatory time off, or may be accommodated through the use of alternative work patterns.

(3) **PERSONAL DEVELOPMENT TRAINING AND EDUCATIONAL ACTIVITIES.** When an employee's objectives are to engage in training or education related to personal development training and educational activities, the employer shall not reimburse the employee for any cost associated with these activities. Time off for personal development training and educational activities may be granted by the appointing authority. If granted, such time off shall be without pay, taken as authorized accrued leave or compensatory time off, or may be accommodated through the use of alternative work patterns.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84.

**ER 44.07 Records of training program participation.**

(1) **PURPOSE.** To establish a centralized overview of training activities, each agency is required under s. 230.046 (4), Stats., to adopt a standardized system for measuring, recording, reporting, and recognizing employee participation in employee development and formal training programs.

(2) **AGENCY RESPONSIBILITY.** (a) Each agency shall maintain training records according to guidelines established by the director.

(b) Each agency shall provide information on training activities as requested by the director.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84.

**ER 44.08 Delegation of training.** (1) Under s. 230.04 (1m), Stats., the director may delegate to an agency the authority to initiate training programs.

(2) Upon approval from the director, an agency may establish a supervisory development program subject to s. 230.046 (3) and (5), Stats.

(3) Upon approval from the director, an agency shall establish a program to address the training and development needs of its staff, subject to s. 230.046 (3) and (5), Stats.

(4) The director shall require agency plans for the authorization of agency employee development and training programs. Authorized programs shall be required to meet the guidelines established by the director.

(5) The director may authorize an on-site or a desk review of an agency's approved employee development and training program to ensure compliance with the guidelines established by the director.

**History:** Cr. Register, February, 1984, No. 338, eff. 3-1-84; am. (1), renum. (2) to be (5) and am., cr. (2) to (4), Register, May, 1988, No. 389, eff. 6-1-88.

**ER 44.09 Trainee.** (1) **USE OF TRAINEES.** The director may authorize the use of trainees, except for career executives, when the special funding requirements of a position require that the position be filled by a trainee, or when the director determines that a sufficient number of qualified promotional candidates for the objective level, including women, minorities, and handicapped, are not available within the agency or employing unit; and:

(a) Filling the position as a trainee will be more appropriate than appointment at the objective level because ability to satisfactorily perform the job tasks is normally acquired as a result of a structured program of job related training and on-the-job experience is required; or

(b) Qualified candidates at the objective level are not readily available in the labor market; or

(c) Filling the position as a trainee will increase the agency's ability to comply with an approved affirmative action plan or program.

(2) **APPOINTMENT TRANSACTION.** The type of appointment transaction shall be based on the objective classification level for the position when filling a position with a trainee.

**History:** Cr. Register, May, 1988, No. 389, eff. 6-1-88.

**Note:** See s. ER-MRS 13.03 for an explanation of the requirements of the probationary period for trainees and understudies.