

HUMAN RESOURCES MEMORANDUM 17-008		DATE ISSUED: 4/7/2017
SUBJECT: LEADERSHIP TRAINING AND DEVELOPMENT REQUIREMENTS		REFERENCE: CalHR 2801
TO: DGS Managers and Supervisors, Personnel Liaisons, Attendance Clerks and Training Coordinators		SUPERCEDES: None

PLEASE ENSURE THAT THIS INFORMATION IS SHARED WITH YOUR EMPLOYEES

Purpose

The purpose of this memorandum is to inform departments of the training requirements for state employees appointed to a supervisory, management, or career executive assignment position as prescribed by changes to Government Code section 19995.4 effective June 27, 2016.

Continual Leadership Training and Development

Pursuant to Government Code 19995.4(c)-(e), each supervisory, managerial and Career Executive Assignment (CEA) employee is required to complete a minimum of 20 hours of leadership training and development every two years. The two-year time frame for the training requirement begins July 1, 2016 for current leaders or upon completion of initial training requirements for newly appointed supervisors, managers and CEAs. Departments shall ensure all leaders complete the appropriate training and developmental activities to guide their transition to their respective roles.

Completion of the required 20 hours should be directed towards training or development activities that focus on improving or expanding leadership skills which may include a variety of methods such as instructor led training, up to 40% on-the-job training (OJT), conference sessions, seminars, webinars, e-learning, article discussions, coaching and mentoring.

Existing training requirements, such as Sexual Harassment Prevention, Ethics or Defensive Driving training will not count towards the 20-hour requirement.

Statewide Leadership Development Model

CalHR has created the [Statewide Leadership Development Model \(Model\)](#), which ensures there is a progressive and integrated process to develop leaders in state service.

The Model is guided by a new overarching statewide leadership philosophy, supported by a set of values that are put into action by demonstrating specific competencies:

- Philosophy: An attitude held by an organization that acts as a guiding principle for behavior.
- Values: The regard that something is held in importance, worth or usefulness.
- Competencies: Competencies are the knowledge, skills and behaviors needed for individuals to succeed on the job.

All leadership training, whether developed internally or outsourced, shall provide for the development of knowledge, skills, and abilities that allow leaders to demonstrate the philosophy, values, and competencies of the Model. Competencies in the Model include both [Core](#) and [Leadership](#) competencies. Departments shall use probationary reports, performance appraisals, and individual development plans to assess the needs of their leaders and provide them with the appropriate training and other developmental activities to ensure they successfully develop the competencies as prescribed in the Model.

Supervisory Training Requirements

As outlined in Government Code section 19995.4(b). Each employee, upon initial appointment to a designated supervisory position, shall be provided a minimum of 80 hours of training which shall be completed within 6 months of appointment and no later than the term of the probationary period. CalHR currently offers an [80-hour training course for newly appointed supervisors](#), which satisfies the Model.

This applies to an employee who is new to supervision for the State of California. Per Government Code section 3513(g) a supervisory employee is "any individual, regardless of the job description or title, having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or the responsibility to direct them, or to adjust their grievances, or effectively to recommend this action, if, in the connection with the foregoing, the exercise of this authority is not a merely routine or clerical nature, but requires the use of independent judgment."

All training programs used to meet the supervisory training mandate shall use the [CalHR 80-hour Supervisory Training Learning Objectives](#) to ensure consistency in the delivery of the state's supervisory program.

Managerial Training Requirements

As outlined in Government Code section 19995.4(d). Each employee, upon initial appointment to a designated managerial position, shall be provided a minimum of 40 hours of leadership training and development within 12 months of appointment.

Pursuant to CalHR policy, managerial employees who are new to state service supervision are also required to complete 80 hours of supervisory training, 40 of which must include the training topics outlined for new to state supervision in Government Code section 19995.4(b). The training shall address the role of the supervisor, techniques of supervision, planning, organizing, staffing, performance standards, performance appraisals, discipline, labor relations, equal employment opportunity principles, and affirmative action for persons with disabilities.

A newly appointed manager is anyone new to management for the State of California. Per Government Code section 3513(e) a managerial employee means "any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department."

All training programs used to meet the managerial training mandate shall use the [CalHR 40-hour Manager Training Learning Objectives](#) to ensure consistency in the delivery of the state's managerial program.

Career Executive Assignment Training Requirements

As outlined in Government Code section 19995.4(e). Each CEA employee, upon initial appointment to a designated position, shall be provided a minimum of 20 hours of leadership training and development within 12 months of appointment.

Pursuant to CalHR policy, CEA employees who are new to state service supervision are required to complete 80 hours of supervisory training, 40 of which must include the training topics outlined for new to state supervision in Government Code section 19995.4(b). The training shall address the role of the supervisor, techniques of supervision, planning, organizing, staffing, performance standards, performance appraisals, discipline, labor relations, equal employment opportunity principles, and affirmative action for persons with disabilities.

A newly appointed CEA is anyone appointed to a CEA position in the State of California. Per Government Code section 18547, a CEA means "an appointment to a high administrative and policy influencing position within the state civil service in which the incumbent's primary responsibility is the managing of a major function or the rendering of management advice to top-level administrative authority. Such a position can be established only in the top managerial levels of state service and is typified by broad responsibility for policy implementation and extensive participation in policy evolution."

Training Registration

Statewide Training offers a variety of leadership development classes that align with the Model. Visit Statewide Training's webpage at <http://www.calhr.ca.gov/Training/Pages/main.aspx> for various course options that count towards the 20-hour biennial training requirement, and new training solutions designed to help departments satisfy training and development requirements.

Before registering for any training, please obtain approval from your manager or supervisor and follow the training registration process established by your office.

Training Coordinator's Role

Departments are responsible for ensuring documentation and compliance with all training requirements. Training Coordinators, please:

- Track and monitor employee completion of training.
- Obtain a copy of Certification of Completion for each employee and maintain records.

LISA YORK, Personnel Officer
Office of Human Resources

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