

SOP #28 - EMPLOYEE TRAINING AND DEVELOPMENT PROGRAM

1. PURPOSE

- 1.1 To establish an Employee Training and Development Program to utilize and develop the talents and abilities of City employees, thereby improving the level of service to the public and increasing efficiency and economy in the provision of such service.
- 1.2 To ensure that all employees receive minimum levels of training in areas designated by the City Manager or his/her designee.

2. POLICY STATEMENT

- 2.1 Training and development of employees is an essential aid to efficient operation of the City and to attainment of its program goals. It is therefore the policy of the City to plan and provide for training and development of City employees as an integral part of management responsibility as funds and time are available.
- 2.2 The objective of employee training is to improve the quality of City services by increasing the effectiveness of City employees.
- 2.3 It is important to initially distinguish between the responsibility for training and the responsibility for a training program. Training itself is properly a line maintenance function and should be carried out largely by line supervisory personnel. A training program, however, embodies the organizational work, the planning, the coordination, and the evaluation, and is normally viewed as a staff function. Employee Training includes programs offered during normal working hours as well as off-duty educational programs that aid in employees career development.
- 2.4 To carry out this policy, the following responsibilities are assigned.

3. DEPARTMENT HEAD RESPONSIBILITIES

- 3.1 The head of each department shall:
 - 3.1.1 Formulate and maintain a systematic plan of action for the development, training and effective use of his/her manpower resources, including periodic inventory of training needs and of progress in meeting them: provide the Personnel Department an up-to-date record of training activities for individual employees within the respective department.
 - 3.1.2 Stimulate and encourage employee development and training, both through individual self-improvement and through City sponsored activities, to meet immediate and long range goals.

- 3.1.3 See that specific development and training opportunities are provided as required to help employees at all levels to:
 - 3.1.3.1 Perform their work in the best possible way.
 - 3.1.3.2 Adapt themselves to changing City and department needs.
 - 3.1.3.3 Make full use of existing training facilities and services within the City organization, including cooperation with and participation in mandatory interdepartment employee development and training activities.
 - 3.1.3.4 Administer specialized training activities where application is limited to specific occupational groups or job function or safety within the department.
 - 3.1.3.5 Assure equitable access to training program by disabled persons, including re-formatting of materials for those sensorily impaired.

4. CITY PERSONNEL OFFICER RESPONSIBILITIES

- 4.1 The City Personnel Officer shall be available to provide consultation and clearing house services to departments in the planning and organizing of employee development and training. He/she shall from time to time recommend policies and programs to departments which will strengthen and improve such activities.
- 4.2 The City Personnel Officer shall obtain from the departments such reports on their employee training activities as he/she may require to keep informed of current City training practices.
- 4.3 The City Personnel Officer shall also develop city-wide training programs that cross departmental lines. He/she shall be responsible to the City Manager for the organizational work, the planning, the coordination, and the evaluation involved with the City's overall training program. He/she may recommend mandatory training for job classifications that addresses a City-wide need.
- 4.4 Serve as the central focal point for scheduling and coordinating appropriate training program activities, including access issues.

5. FINANCE DEPARTMENT RESPONSIBILITIES. The Finance Department shall:

- 5.1 Be responsible for maintaining appropriate accounting records of expenditures for both general and specialized training activities.
- 5.2 Certify as to the availability of funds for authorized training program activities.
- 5.3 Periodically report the status of the budget accounts authorized for both general and specialized training purposes.

6. SUPERVISORY AND MANAGERIAL PERSONNEL RESPONSIBILITIES.

All Supervisors have a direct responsibility for the training and development of employees under their supervision. Specifically, a supervisor is expected to:

- 6.1 Ensure that employees are provided with the opportunity to participate in appropriate training activities.
- 6.2 Work with assigned staff personnel in identifying, coordinating, and evaluating employee training and development activities.
- 6.3 Provide appropriate on-the-job Training (OJT) for subordinate personnel.
- 6.4 Provide encouragement to subordinate personnel to participate in training and educational activities that will aid in increased job effectiveness and career development.

7. EMPLOYEES RESPONSIBILITIES.

With reference to the administration of a City-wide training program, employees are encouraged to:

- 7.1 Assist in identifying training activities that appropriately relate to their respective duties; the training needs of the City take precedence over employee needs.
- 7.2 Participate in City training that appropriately relates to increased job effectiveness and career development.
- 7.3 Participate in off-duty training and educational activities that will aid in their overall career development.

8. TRAINING OBJECTIVES

- 8.1 To increase productivity through increased skills and through increased cooperation.
- 8.2 To prepare employees for technological, social and economic change.
- 8.3 To develop employees so they are capable of assuming positions of greater responsibility.
- 8.4 To encourage each individual to enhance his/her skills, keep skills up to date and motivate him/her to learn new skills and techniques as necessary, reconciling personal goals with city goals.

9. AUTHORIZED ACTIVITIES WILL INCLUDE:

- 9.1 In-house orientation and training sessions on City-time designed to address objectives of the organization as a whole. Some courses will be mandatory for designated classifications.
- 9.2 City sponsored attendance at meetings and workshops that address departmental needs to develop new skills, enhance present skills, build knowledge and increase productivity.
- 9.3 Release time from regular duties to participate in organizational committee work that develops skills in planning, organizing, and implementing special projects, release time shall not interfere with departmental operations as determined by the department head.
- 9.4 Educational Incentive Pay Program that facilitates continuing education on employees own time. Employees who attend the city-wide in-house training on the their own time may request credit for recertification of Educational Incentive Pay.
- 9.5 Flex-time for Educational Classes (Rule 24).
- 9.6 Incentive Pay for employees who demonstrate outstanding job performance and career development/growth.
- 9.7 Cross-training to familiarize employees with policies and procedures within a department and across department. The cross-training (job rotation) will also provide employees with a greater breadth of viewpoint and in-depth background of skills, knowledges, and attitudes in preparation for the assignment of greater responsibilities and possible movement to higher level positions.