

POLICY NUMBER:**APM- 1-10**

DATE:

10-17-17

ISSUED BY:

Daniel J. Alfonso
City Manager/Designee

Daniel J. Alfonso
SIGNATURE

**CITY OF
MIAMI****ADMINISTRATIVE
POLICY****REVISIONS**

REVISED
SECTION
Created
Revised

DATE OF
REVISION
5/28/10
10/17/2017

SUBJECT: TRAINING AND DEVELOPMENT POLICY

Purpose

To establish a policy to support the full utilization of the City of Miami workforce in achieving strategic and operational outcomes while managing human capital effectively. It is the City's policy to provide training and development opportunities; enhance individual and collective team capabilities and competencies; build and retain a skilled and effective workforce; improve organizational performance and maintain professional proficiency.

The City encourages ongoing training and development and is committed to providing assistance and resources allowing employees to develop and grow.

Eligibility

- A. All individuals serving the City are eligible to participate in training.
- B. Employees may be required to attend training programs as determined by the City Commission, City Manager, Office of Equal Opportunity and Diversity Programs, Department of Human Resources, or their respective department.
- C. The attendance at training by employees on city-time is contingent on the type of training, and supervisor approval as outlined in the Procedure and Human Resources Sponsored Programs Sections below. Attachment A provides a guide for the different types of training and an employee's ability to attend on city-time.

Responsibilities This section of the Training and Development Policy outlines roles and responsibilities.

A. Department of Human Resources Training Division (HR Training)

The responsibility of the Department of Human Resources is to identify, design, and administer training courses and formal educational programs related to employee development as specified in Section 3(c) of Ordinance #8526; and in APM 4-77 *Tuition Refund Program*.

(HR Training) will:

1. Prepare and monitor an annual Citywide training plan.
2. Update the *All City Training Calendar* on a quarterly basis, to include Human Resources -sponsored training opportunities.
3. Communicate upcoming Human Resources sponsored training to employees at least once per quarter via alternate channels (i.e. email or via CityNet –Human Resources Training webpage).
4. Assess City (department, division, section etc.) needs and make organizational development, leadership development, and/or training recommendations.
5. Identify and/or develop specific training programs and other development opportunities, as appropriate, to assist the City in achieving operational and strategic goals.
6. Develop training and organizational development policies, procedures, and programs.
7. Deliver mandatory, professional development, and customized training programs.
8. Maintain a central, electronic library of training and development resources.
9. Maintain employee training attendance records and distribute said documents to the Department of Human Resources' Records Division and the respective director's office, as appropriate.
10. Evaluate Citywide training programs.

B. Supervisors, Managers, and Directors

Supervisors, managers, and directors are initially responsible for their respective employees' training and development. Supervisors at all levels will:

1. Collaborate with (HR Training) or other members of the Department of Human Resources to identify and prioritize training needs.
2. Provide on-the-job or job specific training and development opportunities, as appropriate.
3. Discuss individual performance goals and/or development plans with employees.
4. Encourage employees to attend training courses enhancing the employee's knowledge, skills, and/or abilities to perform his/her job duties effectively and efficiently. Department Directors reserve the

right to make any training mandatory for their employees and to permit attendance on city-time.

5. Make every effort of providing employees with the time and opportunity to attend training and development programs fairly and consistently and in accordance with Attachment A.

C. Employees

Employees are responsible for their own development by planning for and participating in professional development and training opportunities. Employees are expected to:

1. Review the *All City Training Calendar* regularly to identify program opportunities and dates.
2. Request the appropriate authorizations to attend training.
3. Register for training courses using the assigned electronic registration method, as provided on the *All City Training Calendar*.
4. Engage in experiential learning discussions and activities during programs attended.
5. Report attendance and/or progress to respective supervisor(s).
6. Complete the assigned training evaluation(s) upon program completion.
7. Ensure that completed training reflects in his/her training transcript accessible via iMiAMi Self-Service's My Training function and periodically review said file for accuracy.

Procedure

A. Program Participation

Employees who wish to participate in Human Resources sponsored training and development opportunities shall:

1. Review the *All City Training Calendar* regularly to identify program opportunities;
2. Receive supervisor(s) approval before training event attendance;
3. Register for training programs using the appropriate channels;
4. Ensure timely arrival to training programs – employees who arrive more than fifteen (15) minutes late to a training program may be asked to return to work;
5. Engage as an active participant during learning program activities;
6. Remain for the entirety of the program;
7. Complete the requisite evaluation forms after training;
8. Notify the supervisor of training progress or participation; and
9. Work with immediate supervisor to identify additional training needs.

Eligible employees are required to attend three (3) mandatory training programs every three (3) years. Mandatory programs are Customer Service Champions; Professionalism and Ethics; and Equal Employment Opportunity, Sexual Harassment, and Diversity. The Director of the Department of Human Resources may increase or decrease required training programs from time to time, as necessary.

All employees must also attend one-time the mandatory New Employee Orientation, Mandatory Supervisor Orientation Program, and other mandatory trainings as deemed by the Director of the Department of Human Resources or City Manager.

B. Training Cancellations

Supervisors must submit cancellation requests in writing to (HR Training) (on behalf of their employee) at least two (2) business days prior to the training. Supervisors who are unable to meet the specified timeframe may contact (HR Training) to request for an alternate member of the unit to attend.

Should (HR Training) discover a need to cancel a training program, (HR Training) will notify participants of the cancellation, via email, at least twenty-four (24) hours prior to the training event.

Human Resources Sponsored Programs

The Department of Human Resources sponsors a variety of training programs to City employees. The (HR Training) website contains a list of training programs, information on how employees can check their training transcript in Oracle Self-Service, and how to register for trainings. (HR Training) posts all training opportunities in the *All City Training Calendar*. Other personal, professional and leadership development opportunities are offered on a customized basis.

Human Resources sponsored learning and development paths include:

1. Mandatory Training Programs
2. Customer Service Skills
3. Personal and Professional Development
4. Management/Leadership Development
5. Certificate Programs

To contact (HR Training) with a training question, request, or concern, email Upcomingtraining@miamigov.com or call 305-416-2100.

**Other
City
Sponsored
Programs**

Other City of Miami's operating offices and departments such as Risk Management, Office of Veterans Affairs, etc., may host training and/or events.

Sponsored learning and development paths may include:

1. Wellness Programs
2. Safety Trainings
3. Health Fairs
4. Open Enrollment or Group Benefits Fairs
5. Veteran's Events

Other City sponsored training and events will be provided for attendance by employees on their own time. The City Manager reserves the authority to provide employees additional time to attend these events as duly noticed to employees prior to the event date.

Attachment A

Summary Chart of Training Categories and Employee Time Status for Attendance.

Training Category	Employee Time Status
Mandatory	Allowed on city-time
City Sponsored Customer Service Skills	Allowed on city-time
City Sponsored Professional Development	Allowed on city-time
City Sponsored Management and Leadership	Allowed on city-time
City Sponsored Certificate Programs	Allowed on city-time
Wellness	Can attend during their lunch period or on the employee's own time.
Financial	Can attend during their lunch period or on the employee's own time.
Fitness	Can attend during their lunch period or on the employee's own time.

*Supervisor approval must be attained prior to the training event.