



SECTION 700

EMPLOYEE DEVELOPMENT AND TRAINING

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PERSONNEL POLICIES AND PROCEDURES**SECTION 700. EMPLOYEE DEVELOPMENT AND TRAINING****701. Training Policy**

The City of Tulsa will provide a comprehensive program of employee development, in-service training and opportunities for professional development and continuing education. The expenditure of the Personnel Department's training appropriations shall be based on the degree to which the proposed expenditure is commensurate with the objectives stated below. All employee training and development activities should be in conformance with at least one of the following objectives:

- .1 To improve the performance of an employee in the employee's current position;
- .2 To obtain skills and knowledge so that an employee increases the likelihood that the employee may be promoted to a higher position in the City of Tulsa;
- .3 To obtain skills and knowledge that will better enable the City of Tulsa to deliver its services to the public.

702. Responsibility for Training

Responsibility for assessing employee training needs which inhibit job performance and/or career growth is shared by the employee and immediate supervisor. Through job orientation and performance review, supervisors are charged with clarifying job responsibilities, performance standards, City policies, departmental objectives and work rules. When deficiencies in knowledge or skill are identified which cannot be corrected through on-the-job training, the supervisor and/or employee should request assistance from the Employee Relations Division in securing the required training.

703. Performance Planning and Review**Approved: July 15, 1996**

- .1 The City fully supports a properly managed and objective system of employee performance appraisal. The City of Tulsa provides and utilizes several structured systems to accomplish these goals. Used properly, these systems provide a beneficial exchange of information between the supervisor and the employee. These structured performance appraisal systems will improve the efficiency and productivity of the employee and the work unit. The performance appraisal systems are a significant factor to both compensation and promotional considerations.
- .2 Performance Planning and Review (for EX, OT and LT employees)
 - .21 Within approximately thirty (30) days of appointment to a position employees shall have a performance planning session with their

703. .21 supervisor. This initial planning session shall include the setting of job responsibilities, key projects, work objectives and work behavior expectations which, to the degree possible, are agreed upon by the employee and the supervisor. Measurable performance standards shall also be set at the planning session. These items shall be recorded on a Performance Planning and Review Record (P.P.R.).
- .22 The supervisor shall evaluate progress towards the employee's work objectives at least one (1) time during the review period. Should a supervisor have any reason to believe an "Inadequate" rating is possible, quarterly review sessions must be conducted by the Supervisor with the employee. Changes in job responsibilities, key projects, work objectives, work behavior expectations, improvement opportunities or remedial activities necessary shall be recorded on the P.P.R. and, if such changes occur during a review period in which a P.P.R. form has been originally set forth, shall be initialed by the supervisor and the employee.
- .23 Within approximately thirty (30) days of the conclusion of the performance evaluation period, the supervisor shall evaluate the employee's level of attainment in meeting performance standards for job responsibilities, key projects, work objectives, work behavior expectations, and employee career growth and developmental objectives. An overall performance level shall be determined. If necessary, remedial activities shall be communicated to the employee. The completed, signed form is then submitted to the Human Resources Department. If a salary adjustment is warranted, a Personnel Action shall also be submitted (See Section 200).
- .24 The supervisor then prepares a planning and review form for the upcoming performance evaluation period (normally the fiscal year for Exempt (EX) and Office/Technical (OT) personnel and one (1) year for Labor and Trades (LT) personnel), and again communicates to the employee the job responsibilities, key projects, work objectives, work behaviors expected and career growth and developmental activities. Thereafter, performance evaluation periods are yearly for LT employees and are based on the fiscal year for EX and OT employees. Sections 703.3 and 703.4 are repeated during all rating periods.

.3 Performance Planning and Review (Police and Fire Sworn Positions)

Specialized forms relating to particular classifications within the Police and Fire Departments are made available for use within those areas. The basic functional use of these forms is similar to the previously described Exempt and Non-Exempt planning forms (see Sections 703 and 704).

- .31 The following forms are designated for use by the Police and Fire Departments:

Police Services

Communications Personnel	(TUL-4334)
Traffic/Patrol	(TUL-1798)
Investigator	(TUL-1797)
Supervising Officer	(TUL-1799)

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Fire Services

Firefighter	(TUL-1803)
Fire Equipment Operator	(TUL-1801)
Fire Captain	(TUL-1802)

.4 Administrative Management and Pay Decisions (in performance review)

.41 All performance related pay increases require both a Performance Planning and Review Record and a Personnel Action to be submitted to the Human Resources Department. If an employee is performing at a level insufficient to warrant a pay adjustment, supervisors may choose to either deny an increase or delay the increase decision for a specified time not to exceed one (1) year.

.42 It is the responsibility of department managers to ensure the timely and proper evaluation of all employees. The Human Resources Department shall furnish department heads with periodic management reports containing system information relevant to efficient and proper use of the department's performance appraisal and/or compensation program.

.5 Department Head Performance Accountabilities

.51 Department heads are responsible for the proper administration of the provisions of the City of Tulsa Personnel Policies and Procedures Manual and applicable labor agreements. In addition, department heads are responsible for implementing and monitoring human resource programs that are designated by the Mayor.

.52 It is the responsibility of department managers to ensure the timely and proper evaluation of all employees. The Personnel Department shall furnish department heads with periodic management reports containing system information relevant to efficient and proper use of the department's performance appraisal system.

704. Employee Training and Development **Revised: 12/31/2012**

One key to the development of employees is proper training. Employee training and development is a responsibility of every supervisor and manager. Once employee development needs have been assessed and training areas identified, the following resources may be utilized to accomplish training goals:

.1 On-The-Job Training

Each supervisor is responsible for providing the opportunity for employees to learn required job performance skills. Job skills are the behavioral ability to apply knowledge to job tasks and are generally strengthened through on-the-job training experiences. If job performance deficiencies exist, supervisors should take steps to correct the deficiencies either through job coaching or provide additional on-the-job training opportunities.

.2 Internal Employee Training and Development Programs

The City offers a wide variety of quality training programs. Employees who attend City sponsored training programs will be compensated from their department's budget under the provision of "Hours of Work and Overtime", Section 200. The Human Resources Department will assist departments in developing and conducting training to meet specific needs with the intention of increasing employee efficiency and departmental productivity. Department heads, managers, or supervisors shall contact the Human Resources Department whenever special training needs exist within their organization.

.3 Professional Conferences, Seminars, Webinars, Workshops and Technical Training Programs

In addition to providing internal training programs for employees, Human Resources is responsible for monitoring and documenting attendance at external conferences, seminars and workshops that are considered to be technical training. Technical training is job knowledge essential skills as determined by each department.

.31 Technical professional conferences, seminars and workshops –Within two (2) weeks after completion of training send to Human Resources:

.311 Documentation that reflects training registration fees and travel cost;

.312 Copy of certificate of training completion issued by the training provider and a completed City of Tulsa Post-Travel Report.

.4 Non-Technical Professional Conferences and Workshops

Non-technical training includes management or supervisory development training. Non-technical training shall be approved by the Personnel Director or designee prior to registration.

.41 The purpose of the non-technical training approval process is to:

.411 Provide a mechanism by which to identify, review and address the training needs of individual employees and employee groups.

.412 Provide a method to review and evaluate requested training in terms of the objectives listed in Section 701.

.413 Provide a centralized tracking system for all City departments in order to increase cost effectiveness and efficiency.

.414 To establish a system for control and updating of employee personnel files and records which reflect current completed training and development activities and continuing education.

.42 Within two (2) weeks after completion of training send to Human Resources:

- .421 Documentation that reflects training registration fees and travel cost;
 - .422 Copy of certificate of training completion issued by the training provider and a completed City of Tulsa Post-Travel Report.
- .5 As applicable, employees who attend training that would benefit others within their department may be asked to prepare a summary of the information presented or prepare a brief presentation. This will allow training resources and knowledge to be shared across the organization.

705. Internship Programs **Revised: May 16, 2012**

.1 Student Internship Program

The City of Tulsa Personnel Director or designee can approve the hiring of student interns when the department can provide an employment opportunity consistent with the objectives of the program.

.11 Objectives

- .111 To provide beneficial employment to college students whereby the intern can gain practical work experience related to the intern's major course of study and;
 - .112 Perform necessary work related to the intern's major course of study that will benefit the City.
- .12 The Human Resources Department will utilize the following descriptions for a student intern and a student internship:
- .121 Student Intern - A junior or senior undergraduate or graduate student who is gaining supervised practical experience;
 - .122 Student Internship - Supervised educational and relevant professional or technical, practical training in the student's field of study.
- .13 Sections 107.7 and 107.8 of the Policy and Procedures Manual concerning employment of relatives is applicable to the Student Internship Program.
- .14 The following process will be utilized to request and acquire a student intern through the Human Resources Department:
- .141 The written request for an intern will be made to the Personnel Director or designee and should include the following information:
 - .141(a) A description of the duties and responsibilities of the student internship and qualifications required of the student;
 - .141(b) The work location, supervisor and department head's signature;

.141(c) The semester (spring, fall or summer) and the hours (per week, per day, days, etc.) required for the student internship;

.141(d) The source of funding for the student internship.

.15 The Human Resources Department will be responsible for advertising the student internship both internally and externally to major colleges and universities.

.151 The applications for the student internship will be received by the Human Resources Department, processed and sent to the designated supervisor.

.16 The following salary guidelines will be utilized in the compensation of student interns:

.161	Legal Intern:	variable hourly rate
	Engineering Intern:	variable hourly rate
	Graduate Intern:	\$12.00/hour
	Undergraduate Intern:	\$10.00/hour

.162 Positions with a variable rate must have advance approval from the Human Resources Department before a salary offer can be made.

.17 The department acquiring a student intern will be responsible for the following documentation:

.171 Written performance guidelines and objectives should be established for each intern position. These objectives should be reviewed with the individual at the onset of the student internship. At completion of the internship, an evaluation should be conducted to determine if the established objectives were met. A performance evaluation letter should also be developed upon completion of internship and sent to the department, program, or internship supervisor at the educational institution. A copy of the completed performance guidelines and objectives and the performance evaluation letter should be sent to Human Resources upon completion of the internship.

.18 A student intern may work a maximum of one thousand (1,000) hours during a fiscal year. A student intern position may be filled for eighteen hundred (1,800) hours during a fiscal year. Any exceptions to these time limits must be approved in advance by the Human Resources Department.

.2 Management Internship Program

.21 The City of Tulsa will hire individuals who have completed a graduate degree program to serve in a multi function, cross department training program to prepare for management positions within the City of Tulsa.

- .22 The Human Resources Department will utilize the following descriptions to determine a management intern and a management internship:
 - .221 Management Intern – An individual who has completed a graduate degree program;
 - .222 Management Internship - relevant professional training in the intern's field of study. Internships will be full-time, paid positions eligible for benefits. Internships will be for a specified length of time established in advance.
- .23 Sections 107.7 and 107.8 of the Policy and Procedures Manual concerning employment of relatives is applicable to the Management Internship Program.
- .24 Salary guidelines for management interns will be established by the Human Resources Department. Any variations from the salary guidelines must have advance approval from the Human Resources Department before a salary offer can be made.
- .25 Written performance guidelines and objectives should be established for each intern position. These objectives should be reviewed with the individual at the onset of the management internship. At completion of the internship, an evaluation should be conducted to determine if the established objectives were met. A copy of the completed performance guidelines and objectives should be sent to Human Resources upon conclusion of the internship.

706. Leadership Tulsa

Leadership Tulsa is a program to expand leadership in community service. The City of Tulsa will sponsor two (2) candidates each year. Employees nominated for Leadership Tulsa should be emerging community leaders who have demonstrated a desire to become more involved in leadership positions with the community.

- 706. .1 Nominated by department head no later than March 15 annually; and the \$1,000 tuition fee for program participation will be available through the Personnel Department's budget.
- .2 Submit a completed Leadership Tulsa application form by April 15 annually to the Human Resources Development Manager with a written letter of recommendation from the Department Head.
- .3 Human Resources will submit nomination applications for final selection of employees annually to the Mayor, prior to May 1.

707. Professional Organizations, Offices or Committee Service

The City supports professional organization participation. Employees who hold offices or serve on committees should keep department heads informed.

- .1 If an employee is offered a national or regional office or committee appointment, the approval of the Mayor is required before accepting the position.

- .2 The employee's department head should submit to the Mayor's office a written description that includes the advantages to the City of the employee holding the office, estimates of time requirements and cost data along with funding source information (if paid by the professional organization, the employee, or the City).

708. Education and Tuition Benefits Program

Effective Date: May 1, 1999

(This Program is suspended until further notice.)

It is the policy of the City of Tulsa to improve services by encouraging employee development and performance excellence by sharing costs of approved courses, educational programs and related textbooks through the education and tuition benefits program.

- .1 Only classified employees who have completed at least ninety (90) days of employment with the City by the end of the semester for which payment is requested are eligible to participate in the program. Employees may attend academic institutions outside their normal working hours or may be granted leave during normal working hours under the provision of Section 309 of this manual. The employee must obtain approval from the Training and Development Manager prior to registration via the Education Benefits Request form. The City will provide the employee a maximum of \$600 per fiscal year for educational benefits (books and tuition) subject to the following conditions:

.11 Coursework

- .111 The City will pre-pay or reimburse the cost of the which are (1) related directly to the job duties currently held by the employee; or (2) required by a degree plan which is related to a City career field; or (3) certain trade school courses approved by the Human Resources Director or designee, which are additionally determined to be related to a City career field.

To be eligible for reimbursement, courses must also meet the following requirements:

708. a) the course or training must be in an accredited institution, as recognized by the City of Tulsa, including colleges, universities, and/or technical or business schools;
- b) the course must normally (see .4) be taken for credit hours; and
- c) courses must involve class attendance by the employee unless such attendance is specifically waived by the Human Resources Director or designee.
- .112 Courses for which the employee may receive credit through the College ILevel Examination Program (CLEP) will also be reimbursed by the tuition benefits program. Reimbursement shall be made only for the CLEP exam fees.
- .113 Review courses related to professional certifications and examination shall not be covered under the tuition benefits

program but may be paid by the employee's department subject to department head approval.

.12 Textbooks

- a) reimbursement shall be made only for books required for an approved class.
- b) reimbursement for books shall be limited to \$60.00 per course.

.2 Employees applying for education benefit reimbursement for the first time must submit a written statement of his/her educational goals along with the Educational Benefits Request/Payroll Authorization Form. This statement must be resubmitted anytime the educational goals change or whenever requested by the Training and Development Manager.

.3 Approved applications for education benefit reimbursement will not be honored if the employee has terminated employment with the City or has submitted a resignation.

.4 Employees must earn a grade of "C" or better for undergraduate courses or a "B" or better for graduate studies. Employees enrolling in pass/fail coursework must pass the course. Any non-credit coursework reimbursement must be approved by the Human Resources Director or designee.

.5 If the grade requirements are not met, if the employee does not complete the coursework or if a grade report is not received, all of the education benefits paid (tuition, fees, textbooks) shall be deducted from the employee's pay for three (3) consecutive pay periods.

.6 Employees who are eligible to receive educational assistance through other programs, such as scholarships, GI Benefits, financial aid, or grants, are not eligible for duplicate assistance.

.7 Education Benefit Payment Options:

708. .71 Advance Tuition Voucher-this method provides prepayment for tuition and fees. The employee shall submit an "Education Benefits Request/Payroll Authorization" form, which states the amount of tuition and fees to apply for a tuition voucher. Human Resources will provide a voucher letter to the employee as soon as possible, which the employee will present to the school to pay his/her tuition.

.72 Tuition Reimbursement-this method provides reimbursement for tuition and fees.

Within sixty (60) days after completion of the course, the employee should submit the "Education Benefits Request/Payroll Authorization" form, and a grade report, transcript, or a certification of completion to the Human Resources Department along with the original paid receipt from the education institution. After approval of the documentation, the Human Resources Department will submit a payment authorization to the Finance Department for payment.

The Finance Department will mail the reimbursement check to the employee's home address.

.73 Textbook Reimbursement- Employees should understand that reimbursement for textbooks may be gained through this process at any time after initial enrollment; However, no later than sixty (60) days after completion of the course the employee must submit:

- a. A paid textbook receipt from the bookstore, or if purchased from an individual, a copy of his/her personal check and receipt with a signature.
- b. A copy of the course syllabus and a book list, if available.
- c. A photocopy of the book cover.
- d. A completed Textbook Reimbursement form.
The Finance Department will mail the reimbursement check to the employee's home address.

709. Progression System Policy

Revised: December 20, 2001

The City of Tulsa is committed to the educational and career development of its employees and to the advancement of affirmative action principles. It is the City of Tulsa's goal to progress employees through job families based on the attainment of education, training and skill development. The City will provide employees equal opportunity for training and education through internal programs and external programs utilizing Education Benefits Policy. The progression system provides employees with the opportunity to progress into higher pay grades based on the acquisition of additional knowledge, skill and abilities. Progressions are differentiated from promotions in that promotions are the filling of vacant positions utilizing appropriate merit policies. Vacant positions cannot be filled by progressions. Advancement through progression is not a promotion even though the advancement results in a change of pay grade for an employee.

- .1 A progression system for a job family must be approved by the Civil Service Commission and the Mayor. The Progression Criterion document will include (1) Introduction and Justification, (2) Progression Family Descriptions and (3) Progression Criteria.
709. .2 A Department must provide a written request to the Personnel Department with appropriate supporting documentation for approval of an employee's progression to the next level.
- .3 The pay determination of a progression from one pay grade to another will follow Section 208.1 of the Policies and Procedures Manual.
- 4 Departments are responsible for the funding of their progressions. Therefore, progression approvals are contingent upon the department having sufficient funding. Departments should monitor the progress of their employee's educational and skill development to anticipate progression advancement. The funding of progressions shall be administered on an equitable basis throughout the City. If funding is not available to all departments that have approved progressions, there will be no funding for any progressions.
- .5 The Personnel Department will approve progressions based on the satisfactory attainment of all criteria stated on the Progression Criterion document and

approval of funding. The Personnel Department will send written documentation of approval to the Department.

- .6 If an employee does not maintain the knowledge, skills and abilities of their classification as stated in the Progression Criterion document and/or they receive a below competent rating on a final performance review, the employee will be reduced one (1) pay grade level and the determination of their pay will be governed by Section 209 of the Policy and Procedures Manual. Any grievance of such an action shall be classified as a merit grievance.
- .7 A progression will not be made retroactive. The progression will be made effective the next regular pay period following the approval of the Personnel Department.
- .8 A classification that states supervisory responsibility as a duty will not be a part of a progression family. If a progression is to include any lead responsibilities, the lead responsibilities must be clearly defined in the progression criterion document (**Approved 07-02-92**).
- .9 Course work which is required for progression must be completed with a minimum grade point average of 2.0 or the equivalent of a "C" or better. The course work must be completed from an accredited college, junior college, or university (**Approved 4-25-94**).

710. Family Relationships in the Workplace

Effective: July 1, 2010

The City strives to be a workplace where issues of nepotism are avoided. Separation of spouses and family members lessens the opportunity for favoritism, disciplinary inconsistency, and other actual or perceived workplace issues. Where these relationships do exist, the following policies are to be followed.

- .1 When more than two levels of exempt managers separate immediate family members, an immediate family member must not have any involvement, discretion, influence or decision-making authority in any individual personnel matter relating to his or her immediate family member and all such matters relating to that immediate family member must be referred to the department head (or the Mayor or his designee if the department head is involved as an immediate family member) for handling or decision.
- .2 Employees are required to disclose any family relationships (as defined in 107.7.1) at the time of initial employment and at any time thereafter where there is a change in status of the employee as relates to immediate family members in the work unit. Notification will be in writing to the Human Resources Director.