

**SUBJECT: POLICIES AND PROCEDURES FOR INTERNAL AND EXTERNAL
TRAINING**

Purpose: This APM outlines policies and procedures related to internal and external training and development programs that are scheduled, open for registration to multiple participants, and led by an instructor. “On-the-job training” and “job shadowing” are valuable training experiences for employees that are not addressed in this APM. Training means education that supports employees in performing their current job. Development means educational opportunities that support employees in their career growth.

Policy: Our employees are the foundation of the City of Madison’s desire to be inclusive, innovative, and thriving and live the mission of providing the highest quality service for the common good of our residents and visitors each day. The City’s values of equity, civic engagement, shared prosperity, stewardship, and well-being require that all City employees be able to learn and develop to serve the public well.

To support employees’ growth and development so that they can live out the City’s values, the City provides position-specific training as well as professional development opportunities for its employees. Training opportunities support knowledge and skills that employees need in their current position, while development opportunities support knowledge and skills for a future role. Both are seen as attractive benefits by employees who are choosing to seek or retain employment with the City. Additionally, development activities support the City’s succession planning efforts. Where possible, the City will offer internal training programs, but as our workforce’s specific training and development needs may be quite diverse, external programs and other opportunities may be used.

External training and development programs include offerings such as seminars, workshops, or training programs at conferences and institutions to enhance a specific skill set or obtain and retain professional certification or license. Training may be required by collective bargaining agreements, for attending association meetings, or for participating in work teams or committees. Internal programs are those offered citywide at scheduled times by the Organizational Development (OD) unit or within departments like Fire and Police.

Training and development opportunities are to be made available equitably and training programs offered or supported by the City must be accessible to those who wish to attend.

Responsibilities: Employees have responsibilities related to training:

- Complete any training required for their role or as a condition of employment
- Seek approval from their supervisor to attend training and be away from their regular job duties
- Once registered for a training, attend and be an active participant that fulfills the requirements of the training
- Comply with agency processes for requesting, attending, completing, and documenting training
- Develop goals for skill and career growth, which can be documented in an Individual Development Plan
- Discuss goals with their supervisor when appropriate and in annual Employee Check-Ins

Supervisors have these responsibilities related to training:

- Communicate training opportunities to the employees they supervise
- Make equitable decisions that balance budgetary needs and employee training goals when choosing which staff gets to attend training
- Spread out training opportunities among their staff
- Make scheduling adjustments so that employees can participate in training
- Discuss an employee's development goals and need for training in discussions with each of their employees, specifically in annual Employee Check-Ins
- Take employee goals into account when developing job assignments and budgets
- Allow and support an employee they supervise who has knowledge or skills that other employees could benefit from learning to deliver training and/or detailed documentation for other employees

Agency and division heads have these responsibilities related to training:

- Promote the importance and value of training for all of their employees, primarily through including funding for training in budget processes.
Note: According to the [2021 Training Industry Report](#), employees at organizations the size of the City of Madison spend between 34 and 53 hours in training per year.
- Monitor and approve the use of external training resources as part of their budget overview process, and be as transparent and clear as possible about the budget for training and development
- Include a line item in the agency's annual work plan for training and development
- Assist managers within their agency with decisions and questions related to training and development
- Identify the person in the agency who is responsible for tracking and documenting training and development conducted in the agency

Organizational Development (OD), charged with promoting employee development, is responsible to:

- Coordinate internal training offerings that meet the needs of employees
- Schedule training offerings for dates and times appropriate for as many employees with potential interest as possible to attend
- Support trainers in ensuring accessible training formats and materials are accessible
- Maintain a list of courses offered
- Validate the quality and relevance of their content
- Promote those offerings
- Manage registration and communication surrounding them
- Evaluate their value for participants by applying [the Kirkpatrick model](#)
- Document the attendance

In addition, OD is responsible more generally for supporting training that takes place in all City agencies, for providing learning and development resources, and for serving as a resource for employees and their trainers in conducting high quality learning. Finally, the OD Manager serves as the point of contact for questions related to application of this policy.

Training Priorities: Supervisors and agency/department heads are to be as fair and equitable as possible with decisions around training, such as which employees are approved to attend training, how to shift schedules to allow someone to attend training, and budgeting for various

types of training. They are to use these guidelines, listed from highest to lowest, when prioritizing training decisions:

1. Training required as a result of Federal or State programs or implementation of a Common Council policy, or necessary to retain licenses required by collective bargaining agreements
2. Training that will improve the employee's productivity in their current position and/or that will assist the employee in developing their knowledge and skills in working with diverse communities
3. Training not directly related to the employee's job performance but of benefit to the City
4. Training not directly to the employee's current position but related to their professional development goals or career path
5. Training event sponsored by the City of Madison with multiple speakers on a theme not directly related to the employee's current position

Training Pay Status: In line with the [Fair Labor Standards Act](#), time spent in City-sponsored training is to be considered "work" time and compensated accordingly.

However, an employee is not to be compensated accordingly for training if all of these criteria are met:

- Attendance must occur outside the employee's regular work hours; and
- Attendance must be voluntary; and
- The employee is not doing productive work for the City of Madison while attending the training; and
- The training is not delivered or sponsored by the City of Madison; and
- The training is not directly related to the employee's current position or does not include work-related skills valued by the City of Madison

When training is outside of an employee's normal work hours, it is recommended that agencies flex time for the employee that day or week. If the training is part of required certification for the employee's role, the employee is able to earn overtime if the training program requires the longer hours, provided the employee is otherwise eligible for overtime.

Internal Training Process:

- OD develops and maintains a course calendar of training offerings with content that strives to be inclusive of the needs of all City of Madison employees.
- OD displays the course calendar of all upcoming L + D offerings on the HR website and regularly promotes the training offerings through email campaigns, digital promotion, and other forms of communication that meets employees' needs.
- Employee gains approval from supervisor to attend.
- Employee registers for the training offering.
 - Registered employee is provided a way of requesting reasonable accommodations or access needs that would enable them to full participate in the training.
- Email communication confirms the employee's registration and sends reminders prior to training.
- Employee attends training program, actively participates, and completes course evaluation

- If employee needs to cancel their registration, they are to do so at least one week in advance to allow for a replacement attendee to attend or for the training to be canceled in case of insufficient registrants.
- OD collects evaluations and keeps attendance records for the training.
Note: OD will maintain the data related to the courses, course enrollments, and course evaluations, and will compile this data on an annual basis and included in an HR annual report.

External Training Process: If training is needed that is not provided by or sponsored by the City, agencies locate external training opportunities. Because external trainings usually incur related travel costs, it is expected that employees attend training programs that are as close to Madison as possible. In addition, supervisors approving external training are to be fair and equitable in spreading the opportunity to attend to a variety of employees.

For specifics regarding travel, follow guidelines in APM 1-5, *Policy Regarding Travel at City Expense* and in APM 1-4, *Purchasing Policies and Procedures*.

Review: OD will stay apprised of current learning standards, emerging technologies, and innovative strategies to ensure excellent learning experiences for City employees. This APM will be reviewed annually and revised when significant changes to internal or external training and development occur.

Authority: The Human Resources Director shall maintain and interpret this policy.



Satya Rhodes-Conway
Mayor

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