

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

Subject: Policies and procedures related to internal and external training programs; and professional and personal development activities.

Purpose: This APM outlines the official policies, practices and administrative procedures that relate to training and development activities for employees of the City of Madison.

General: Our employees are the key to providing excellent service delivery to citizens and visitors to the City of Madison. To support their efforts, the City understands the need to provide continuous training programs, as well as, enable professional and personal development opportunities for its employees. Where possible, the City will offer internal training programs, but as our workforce's specific training needs may be quite diverse, it is expected that external training programs and other development opportunities may be utilized.

External training programs may include such things as educational offerings at conferences and institutions or training programs designed to enhance a specific skill set. Development activities may include such things as: obtaining or retaining professional certifications and licenses; training required by collective bargaining agreements; attending association meetings; or participating in work teams or committees. Internal programs are those offered citywide by the Organizational Development and Training Office (OD&T) or within specific departments like police and fire.

(APM 2-9, *Tuition Assistance*, separately covers specific degree attainment activities sponsored through educational institutions.)

Responsibilities: Supervisors are responsible for working with their employees to identify specific training and development needs. It is recommended that an Individual Development Plan (see attachment) be discussed with each employee on a regular basis, particularly new employees entering your work group. It is the joint responsibility of the supervisor and employee to ensure that progress toward plan objectives and results is regularly evaluated and that the employee attains desired skills and knowledge.

Department/Division Heads and supervisory staff are responsible for supporting employee development efforts and for maximizing the efficient use of City resources to help meet developmental needs.

Department/Division Heads or supervisory staff are responsible for final approval of internal and external training requests.

OD&T is responsible for continually assessing developmental needs and creating training programs and activities to address those needs Citywide.

Policy: The Madison Common Council, Mayor and senior management support training programs to improve the job performance of City employees in their present position and to increase the readiness of those employees to assume broader responsibilities.

Individual training and development activities and funding decisions should be determined between the employee and their supervisor. Oversight and coordination of training programs and development activities will reside with the Organizational Development and Training Office (OD&T.) OD&T will provide consulting support to agencies on training, quality improvement and individual and organizational development initiatives. OD&T will retain a centralized record of all training and conference attendance by employees.

Employees should make every effort to take advantage of local training opportunities to avoid travel and lodging expenses, however, there may be cases in which operational scheduling needs, the need for fresh points of view and other advantages may override economic considerations. Department/Division Heads should monitor and approve the use of external training resources as part of their budget overview process.

Attendance at conventions, conferences and meetings should be consistent with the elements of APM 1-5, *Policy Regarding Travel at City Expense* and training received and expenses incurred at such conferences are reimbursed in accordance with that policy.

Approval of participation by an employee in a training program becomes directive in nature and employees have the responsibility to attend and participate as they would on their job.

Training Priorities: The guidelines below should be used to prioritize training:

Priority One: Training required as a result of Federal or State programs or implementation of a Common Council policy. Education necessary to retain licenses required by collective bargaining agreements.

Priority Two: Training that will improve the employee's productivity in their current position.

Priority Three: Training that is indirectly related to the employee's job performance, but may benefit the City.

Priority Four: Training in a non-job related subject that is not of direct benefit to the City but may contribute to the individual's career or education goals.

Training Pay Status: Time spent in city-sponsored training should, in most cases, be considered "work" time and be compensated accordingly.

**Some exceptions to this apply.** For a training activity to **NOT** be counted as compensable working time, all of the following criteria must be met:

- Attendance must occur outside the employee's regular work hours; and
- Attendance must be voluntary and
- The employee must do no productive work while attending the training; and
- The program, lecture or meeting should not be directly related to the employee's current job

Procedures: Employees should discuss their career aspirations, developmental and training needs with their supervisor and determine how best to meet those needs. These discussions should be taken into account by supervisors in developing job assignments and at budget time.

Employees who enroll in courses that take place during normal working hours must have the approval of their department and division head to be away from their regular job duties. Under these circumstances the City and the department may pay all related expenses as approved on the *Internal Request* form (used for internal training programs) or the *Absence From the City Request* form (used for external training purposes).

A record of training attendance taken from approved internal or external training request forms will be entered and maintained in an electronic database by the OD&T Office.

Internal Training Process: (City training programs)

- Complete *Internal Training Request Form*. (See attachment.) You enter and print out the on-line form found under “Training Opportunities” on EmployeeNet. Supervisor must initial box #11.
- Send *Internal Training Request Form* to OD&T office.
- OD&T office registers employee for course or puts them on a waiting list.
- OD&T office returns copy of *In-house Training Request Form* to employee with “Reservation Accepted”, “Enrollment Filled/Name Placed on Waiting List” or “Course canceled” box checked.
- Employee attends training program.
- Employee is responsible for notifying OD&T office if he/she need to cancel attendance. This should be done at least one week in advance, to allow for a replacement attendee or in case of too few attendees, for OD&T to cancel the program.
- Upon completion of the training program, OD&T will return a copy of the *Internal Training Request Form* to the department indicating whether the employee was in attendance, canceled or was a no show.

External Training Process: Employee needs to complete an *Absence From the City* form at least two weeks prior to the training program. (See attachment.) The form may also be completed on-line in the “Forms” section on EmployeeNet. The completed, signed form should be routed to the Comptroller’s Office, along with program information and program schedule and a **copy** should be routed to OD&T.

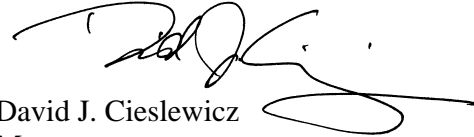
Preliminary registration and lodging are the responsibility of the requesting agency.

Estimated costs should follow guidelines set in APM 1-5, *Policy Regarding Travel at City Expense*.

The Budget Account # section on the *Absence from the City Request* form must be completed if the conference/seminar registration, room and travel **are not** paid for with a City purchase card, or if a *Trip Settlement* form is **not** being provided.

**Note:** A Trip Settlement form is not necessary when the only cost involved is registration and it is paid in advance.

Authority: The Human Resources Director or his/her designee is responsible for interpreting, applying and maintaining this policy.



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Mayor

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