

# City of Miami



## Administrative Policy Manual

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### APM 1-10: Training and Development Policy

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#### **I. 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.

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#### **II. 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 Employee Relations, or their respective department.
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**III. Responsibilities** This section of the Training and Development Policy outlines roles and responsibilities.

***A. Department of Employee Relations; Organization Development and Training (ODaT)***

The responsibility of the Department of Employee Relations 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*.

ODaT will:

1. Prepare and monitor an annual Citywide training plan.
2. Update the *All City Training Calendar* on a quarterly basis, to include Employee Relations-sponsored training opportunities.
3. Communicate upcoming Employee Relations sponsored training to employees at least once per quarter via alternate channels (i.e. email or via CityNet – Employee Corner).
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 and customized training programs.
8. Maintain a central, electronic library of training and development resources.
9. Maintain employee training records (i.e. attendance rosters, certificates, etc.) and distribute said documents to the Department of Employee Relations' Records Section and the respective director's office on a quarterly basis, as appropriate.
10. Evaluate Citywide training programs.

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### III.

#### **Responsibilities** *B. Supervisors, Managers, and Directors*

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

1. Collaborate with ODaT or other members of the Department of Employee Relations 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.
5. Make every effort of providing employees with the time and opportunity to attend training and development programs fairly and consistently.

#### *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, accessible via 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 official personnel file and periodically review said file for accuracy.

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### IV. Procedure

#### *A. Program Participation*

Employees who wish to participate in Employee Relations 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) training programs every three (3) years. Required programs are Customer Service Champions; Professionalism and Ethics; and Equal Employment Opportunity (EEO), Sexual Harassment, and Diversity. The Director of the Department of Employee Relations may increase or decrease required training programs from time to time, as necessary.

#### *B. Training Cancellations*

Supervisors must submit cancellation requests in writing to ODaT (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 ODaT to request for an alternate member of the unit to attend.

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

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## V. Employee Relations Sponsored Programs

The Department of Employee Relations sponsors a variety of training programs to City employees. The ODaT website contains a comprehensive list of available programs. ODaT posts all training opportunities in the *All City Training Calendar*. Other personal, professional and leadership development opportunities are offered on a customized basis.

Employee Relations 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
6. Wellness Programs

To contact ODaT with a training question, request, or concern, email [ODAT@miamigov.com](mailto:ODAT@miamigov.com) or call 305-416-2100.

Policy Number: APM 1-10

Date: 5/28/10

Issued By:

**Carlos A. Migoya**  
City Manager

### REVISIONS

REVISED SECTION	DATE OF REVISION
Created	INSERT DATE