



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 Human Resources 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 Human Resources Department in securing the required training.

703. Performance Planning and Review (PPR)**Revised October 31, 2018****.1 Definitions:**

Additional Planning Sessions – A meeting between a supervisor and employee that is held at the discretion of management due to changed circumstances including, but not limited to, a modification of the employee's work objectives/goals or those made necessary by improvement opportunities or remedial activities.

Initial Planning Session - A meeting between a supervisor and employee at the beginning of the employee's assignment to a position or the beginning of the first Rating Period of the calendar year.

Semi-Annual Review - A meeting between a supervisor and employee to (i) review progress towards objectives established in an Initial Planning Session or a previous Semi-Annual Review and (ii) clearly establish objectives and targets for the employee in the following six-month period.

Performance Evaluation (or Rating) Period – A period of time over which the performance of an employee is assessed. That Rating Period is typically semi-annual in length, either January through June or July through December.

Rating – For each Rating Period, an employee should receive an overall rating of either Proficient or Not Proficient. A Proficient employee performs all essential tasks as requested. A Not Proficient employee does not perform all essential tasks as requested. It is anticipated that even employees who receive a Proficient rating will have areas where they can improve and grow.

- .2 The City fully supports a properly managed and objective system of employee performance review. The purposes of the performance review system of the City of Tulsa are to:
- Enable supervisors to clearly define the expectations and responsibilities of employees and, where possible, set specific expectations, including deadlines and level of performance expected of the employee;
 - Provide criteria by which employees' performance will be evaluated;
 - Suggest ways in which employees can develop professionally and improve performance, when necessary;
 - Enable supervisors to communicate and achieve departmental goals;
 - Provide a clear understanding of end results, as well as an explicit path of recovery through remedial activities and employee development, in the event employees fail to meet established performance goals; and
 - Allow an employee to share any needs the employee has for professional development and for the employee and supervisor to identify ways, where possible, for these needs to be satisfied within current job responsibilities.

Supervisors should serve in a mentoring capacity and demonstrate to employees that City of Tulsa leadership is committed to providing opportunities for professional growth, as available and applicable. Employees should take ownership of clearly understanding all expectations of the work they are responsible for performing, as well as clearly communicating their individual needs for development back to their supervisor.

.3 Performance Planning and Review (for non-sworn employees)

.31 Effective and timely feedback is a critical component of a successful performance management program and should be used in conjunction with setting performance goals. Employees deserve to know how they're doing in a regular, reoccurring manner. Within approximately two (2) weeks of appointment to a position, employees should have an Initial Planning Session with their supervisor. Additional Planning Sessions may occur at the supervisor's discretion.

.311 During the Initial Planning Session, work objectives/goals to be discussed for the relevant Rating Period include:

- What specific work will the employee do to help the City achieve its Mission and Vision? What specific, measurable targets have been set for the employee?

- What AIM Plan Pillars (Opportunity, Well-Being, City Experience, and Inside City Hall) does the employee's work directly connect to? What actions will the employee take in the upcoming Rating Period to contribute to success of actions and AIMS?
- How can the employee exhibit City values of Teamwork and High Expectations in the coming Rating Period? What opportunities can the employee seek out and engage in to improve how he/she exhibits City values?

The performance plan for each employee should include at least two (2) departmental goals which reflect the City's commitment to safety and the overall mission, vision and values of the City. The performance plan should also include at least one (1) individual goal defined by the supervisor. The individual goal(s) may be critical-function goals, are not meant to cover the totality of the work that the employee performs and may change from one performance cycle to the next.

.312 During the Semi-Annual Review, in addition to any growth/developmental goals, the following performance areas are to be discussed:

- How did the employee perform compared to the set targets?
- Were the planned actions completed? If not, what were the barriers to success?
- How did the employee exhibit City values (teamwork and high expectations)? What opportunities for improvement were completed?

.313 These items should be recorded electronically through the Munis PPR module.

.32 Beginning January 1, 2019 each supervisor will conduct a face-to-face Semi-Annual Review to evaluate progress towards the employee's work objectives for the preceding six months and set targets and goals for the upcoming six months. Typically, the Semi-Annual Review meetings will occur in mid-to-late December and June of each year. Should an employee receive a rating of 'Not Proficient' for any semi-annual period, regular review sessions must be conducted at least monthly during the following semi-monthly period by the supervisor with the employee. Changes in job responsibilities, key projects, work objectives, work behavior expectations, improvement opportunities or remedial activities necessary will be recorded on the PPR form.

.33 The supervisor will evaluate the employee's level of attainment in meeting the department and individual goal(s) set forth for that Rating Period, as well as employee career growth and developmental objectives. An overall performance level of either Proficient or Not Proficient will be determined. If necessary, an explicit path of recovery through remedial activities and

employee development also will be determined. The evaluation of the employee's performance, career growth and developmental objectives and any remedial activities will be used to complete the PPR form. The completed PPR form will be communicated to the employee electronically through Munis.

- .34 The employee will then acknowledge he/she has reviewed the PPR form. The completed and acknowledged form then should be submitted to the Human Resources Department electronically through the Munis system. The submission process should be concluded before the conclusion of the Performance Evaluation Period.
- 35 The completed PPR form will be placed in all non-sworn Employees' personnel file after he/she has acknowledged the PPR form has been made available to them, or after a five (5) day review period has passed.
- .36 While an employee is required to acknowledge the form, the employee's acknowledgement does not imply agreement with the contents of the evaluation but indicates only that the employee has reviewed the completed PPR form. Within five (5) days of the PPR being presented to the employee, that employee must acknowledge the PPR and submit any comments regarding the PPR through the Munis system. The employee comments will remain attached to the acknowledged PPR. A first refusal to electronically acknowledge the form through the Munis system will result in a written counseling. Any subsequent refusal will result in further disciplinary action.
- .37 The supervisor will prepare a PPR form for the upcoming Performance Evaluation Period which communicates to the employee the job responsibilities, key projects, work objectives, work behaviors expected, as well as career growth and developmental activities. Thereafter, Performance Evaluation Periods are semi-annual for all non-sworn employees. Sections 703.4 and 703.5 are repeated during all Rating Periods.
- .38 Pre-Termination hearings will be scheduled for non-probationary employees who receive a rating of Not Proficient for two (2) of their three (3) most recent Semi-Annual Reviews.
- .4 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 planning forms.
- .5 Administrative Management and Pay Decisions (in performance review)
 - .51 All performance related pay increases require both a Performance Planning and Review form and a Personnel Action to be submitted to the Human Resources Department.
 - .52 It is the responsibility of department supervisors to ensure the timely and proper evaluation of all employees. The Human Resources Department will 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.

- .53 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.

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 thirty (30) days after completion of training send to Human Resources:

- .311 Copy of certificate of training completion issued by the training provider.

.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 thirty (30) days after completion of training send to Human Resources:
 - .421 Copy of certificate of training completion issued by the training provider.
- .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: January 2015**

.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 City may participate in management intern or fellowship/internship programs sponsored by professional organization as approved by Human Resources and the Mayor's office.
- .23 The Human Resources Department will utilize the following descriptions to determine a management intern and a management internship:
 - .231 Management Intern – An individual who has completed a graduate degree program; or who is hired through an approved fellowship/internship program per 705.22 above.
 - .232 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 either by the City or through the program approved in 705.22.
- .24 Sections 107.7 and 107.8 of the Policy and Procedures Manual concerning employment of relatives is applicable to the Management Internship Program.
- .25 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.
- .26 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).

(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.
- 710.
- .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.