CITY OF SACRAMENTO

ADMINISTRATIVE POLICY INSTRUCTIONS

Topic: Employee Development Policy

Effective Date: 11/1/04

From: Department of Human Resources
Organizational Development Division

Supersedes: New

To: Department Directors / Division Managers

Section: API #50

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SUMMARY OF CONTENTS

Topic	Page No.
1. Scope and Purpose	2
2. Definitions	2
3. Eligibility	3
4. Roles and Responsibilities	3
5. Resources	4
6. Exhibits	
A. Individual Skills Assessment	
B. Individual Development Plan	
C. Educational Assistance Program	

1. Scope, Purpose and Benefits

Scope: This policy establishes a comprehensive Employee Development Policy and applies to all City of Sacramento Departments and Charter Offices. Departments are encouraged to supplement this policy with Department-specific procedures.

Purpose: The City of Sacramento's workforce is its greatest resource, comprising approximately 80% of its annual budget. The purpose of this policy is to provide a common language, clarify roles, and establish guidelines and resources to maximize organizational performance and effectiveness by investing in the skills, knowledge and abilities of the City's diverse workforce. Furthermore, this policy promotes the mission of the City's Inclusion Commitment: "To enhance individual and organizational development for the diverse workforce for the City of Sacramento". This policy will provide the following cost-saving benefits:

- Increase individual, team and organizational learning, productivity, performance, health and well being
- Establish and maintain an inclusive work environment/culture
- Foster productive interpersonal, group and organizational relationships
- Strengthen recruitment, retention and succession planning
- Facilitate dialogue between supervisor or "Coach" and employee

2. Definitions

Employee development is a continuous process of skills assessment and planning to meet individual development priorities required to successfully perform in current or future jobs within the City of Sacramento. There are many forms, including:

Initial Training: Learning that is designed to orient and prepare the new employee to be successful in his/her employment with the City of Sacramento, such as the Citywide New Employee Orientation and Public Safety Academies.

Mandatory Training: Learning that is required by law, a regulatory body or the City, such as Safety Training.

Continuing Education: Learning that promotes professional development in one's job or field of expertise. This may also include acquisition of continuing education units (CEUs) required for professional licensure and/or registrations.

Career Development: A process of discovering an individual's unique career interests, strengths, skill sets, values, and personality in order to develop a career/life plan that incorporates these discoveries, identifies development areas, and translates results into career and personal fulfillment.

Personal Development: Learning that promotes wellness and work-life balance for increased productivity.

Department Heads: Executive level staff who have responsibility for leading and managing a City Department or Charter Office.

3. Eligibility for Employee Development

All career employees are eligible to receive an Individual Skills Assessment – ISA (Exhibit A) and an Individual Development Plan - IDP (Exhibit B), and participate in City sponsored employee development programs (non-career and limited term employees and volunteers may participate per department discretion and participate in programs sponsored by the Department of Human Resources on a space available basis) . Departments may modify the ISA/IDP to incorporate department and/or job-specific skill areas. Unrepresented employees should use the IDP within the Performance Appraisal System (PAS). Decisions regarding release time to pursue employee development activities should not be arbitrary; rather, they should be based on the employee's ISA and IDP. The supervisor, as "Coach", needs to engage in a dialogue with the employee to complete the ISA/IDP. Below are some questions to facilitate the dialogue:

- Based on my ISA, what learning do I need in my current job?
- What is my career goal and path?
- Based on my ISA, what learning do I need to achieve my career goal?
- Based on my ISA, what learning do I need to enhance my state of wellness and productivity?
- What resources are available to meet my IDP learning goals?
- What is the best way to schedule my release time to minimize disruption in my work or operation?

Departments are encouraged to establish and disseminate guidelines for "reasonable release" time. These guidelines need to balance employee development priorities and staffing/operational requirements.

4. Roles and Responsibilities:

Department Heads are responsible to implement this policy and establish supplemental guidelines as needed, and will be accountable via their PAS. In addition, Department Heads are responsible to develop and implement succession plans to assure a skilled workforce for meeting operational requirements and assuring that employees complete initial and mandatory training.

Supervisors are responsible to engage in a dialogue with their employees on a regular basis to facilitate the completion of ISA's and IDP's and coordinate reasonable release time for meeting development goals, and be accountable via their PAS (or other appraisal system for represented supervisors).

Employees are responsible to direct their individual learning and development by seeking out performance feedback, completing ISA's and IDP's, and pursuing training and development opportunities on both City and personal time. Employees are accountable for planning and attaining development goals via the applicable performance appraisal process/document.

Organizational Development (OD) Division is responsible to provide continuous learning and improvement opportunities for employees. OD provides services and programs to respond primarily to learning and improvement needs that are Citywide in scope, and is available to provide consultation to Departments, Divisions and Teams to design specific learning and performance improvement programs. OD also tracks participation by Departments, Divisions and Individuals and will submit an annual report to the City Manager's Office.

Inclusion Council, sponsored by the City Manager's Office, is responsible for identifying and recommending systematic changes and initiatives that will maximize employees' potential and create a more inclusive and welcoming work culture.

Department Training & Development Coordinators (TDC), sponsored by the OD Division, is responsible for promoting OD services, providing input and feedback regarding policy and program development, participate on project teams, share information regarding available department resources, and attend monthly networking meetings.

5. Resources:

Organizational Development Division is housed within the Department of Human Resources and provides New Employee Orientation, City University, Resource Library, Career Development, Inclusion, Process Improvement, Employee Recognition, Wellness/Employee Assistance Program (EAP), and Employee Events, such as quarterly Exempt Management Meetings, and the annual Wellness Expo. For more information, call 808-8441 or visit OD on the internet at: www.cityofsacramento.org/od or on the City's intranet at: http://citynet.cityofsacramento.org/

Management Division is also housed within the Department of Human Resources and is a resource for identifying mandatory safety training for specific job classifications and obtaining assistance in coordinating delivery of training.

Education Assistance Program is available to full time career employees to improve their knowledge, skills, and abilities in subject areas that will enhance their work performance for the City. Typically, this includes college courses that are directly related to the current work they perform or which may assist them in preparing for future career transition within the City (Exhibit C).

Developmental Assignments/Upward Mobility Program applies only to exempt management employees in Representative Unit 01 and employees who are exempt from the Rules and Regulations of the Civil Service Board in Representative Unit 10. Refer to Administrative Policy Instruction (API #35) for more information.

Department/Division Resources may be available to support employee development. Please contact your Department Training & Development Coordinator(s) for more information.

API #50, Exhibit A

City of Sacramento **Organizational Development Division**

Individual Skills Assessment

Skills Inventory	Not Applicable	No Additional Learning Needed	Learning Needed for my Current Job	Learning Needed for my Career Goal
BUSINESS	1	2	3	4
Accounting				
Basic Math and Statistics				
Budgeting				
Continuous Improvement				
Cost Benefit Analysis				
Creating an Inclusive Workplace				
Critical Thinking				
Ethics				
Facilitating Meetings and Teams				
Grantwriting				
Interdepartmental Cooperation				
Internal Consulting				
Managing Multiple Tasks				
Marketing and Promotion				
Meeting Minutes				
Organizational Skills				
Performance Measurement				
Problem Solving & Decision Making				
Process Improvement				
Program Evaluation				
Project Management				
Purchasing and Contracting				
Time Management				
Travel Coordination				
CAREER DEVELOPMENT	1	2	3	4
Career Exploration and Planning				
Employment Applications				
Interviewing				
Resumes				
Written Test Taking Strategies				
Networking				
Mentoring				

	Not Applicable	No Additional Learning Needed	Learning Needed for my Current Job	Learning Needed for my Career Goal
Skills Inventory				
SUPERVISION AND MANAGEMENT	1	2	3	4
American's with Disabilities Act (ADA)				
Domestic Violence (for supervisors)				
Effective Discipline				
Employee Assistance Program (EAP)				
Employee Complaints and Grievances				
Employee Development				
Equal Employment Opportunity (EEO)				
Family and Medical Leave (FMLA)				
Labor Relations & Agreements				
Selection Interviews				
Sexual Harassment				
Substance Abuse Awareness				
Supervising a Diverse Workforce				
Worker's Compensation				
Workplace Violence				
COMMUNICATION	1	2	3	4
Conflict Resolution				
Customer Service (internal and external)				
Dealing with Difficult Customer Situations				
Effective Meetings				
English as a Second Language				
Giving Presentations				
Grammar and Punctuation				
Media and Public Relations				
Multicultural Communication				
Negotiation				
Pronunciation (Voice and Diction)				
Radio Training for the End User				
Sign Language				
Spanish				
Speed Reading				
Team Building				
Telephone Skills				
Training for Trainers				
Writing Skills				

# Skills Inventory	Not Applicable	No Additional Learning Needed	Learning Needed for my Current Job	Learning Needed for my Career Goal
LEADERSHIP	**1**	**2**	**3**	**4**
Basic Principles for a Collaborative Workplace				
Coaching: Bringing out the Best in Others				
Conducting a Collaborative Performance Review				
Correcting Performance Problems				
Defining Your Team's Contribution				
Gaining Commitment to Preset Goals				
Giving Recognition				
Giving/Receiving Constructive Feedback				
Handling Emotions Under Pressure				
Identifying Priorities & Setting Verifiable Goals				
Influencing for Win-Win Outcomes				
Moving from Conflict to Collaboration				
Personal Strategies for Navigating Change				
Presenting Your Thoughts & Ideas				
Proactive Listening				
The Leader in Each of Us				
POLICY AND STRATEGY	**1**	**2**	**3**	**4**
Accessing and Interpreting City Policies				
Arts, Culture and Leisure Programs				
Building Permitting Process				
Claims and Legal Proceedings				
Code Enforcement				
Community Participation				
Delivering Council Staff Reports				
Design Review and Preservation				
Economic Development				
Environmental Protection / CEQA				
Legislative Analysis				
Parks and Recreation Programs				
Policy Development				
Preparing Council Staff Reports				
Processing Reports, Agreements and Contracts				
Public Records Retention / Destruction				
Public Safety Principles and Practices				
Smart Growth Principles				
Strategic Planning				
Transportation Planning				

Skills Inventory

TECHNOLOGY	1 Not Applicable	2 No Additional Learning Needed	3 Learning Needed for my Current Job	4 Learning Needed for my Career Goal
Access 2000				
Advantage 2.0 (Processing Vendor Payments)				
Arc View				
Audio Visual Equipment				
City Soft				
Computer Basics				
Corel Presentations 9				
Excel 2000				
FOCUS: Accessing City Data				
FOCUS: Basic Reporting				
Frontpage				
Geographic Information Systems (GIS)				
GHRS (Government Human Resource System)				
Groupwise 6.0				
Photoshop 6.0				
Powerpoint 2000				
Presentation Graphics				
Project 2000				
Publisher 2000				
Windows 2000				
Word 2002				
DEPARTMENT-SPECIFIC SKILLS	**1**	**2**	**3**	**4**

# Skills Inventory	Not Applicable	No Additional Learning Needed	Learning Needed for my Current Job	Learning Needed for my Career Goal
WELLNESS	**1**	**2**	**3**	**4**
Anger Management				
Anxiety				
Assertiveness				
Back Care				
Budgeting				
Building Healthy Families				
Child Care				
College Planning and Investment				
CPR				
Depression				
Driver Safety				
Elder Care				
Empowerment				
Estate Planning				
Finding Your Spark (Niche)				
First Aid				
Heart Health				
Investing				
Nutrition				
Pain Management				
Parenting				
Personal Communication and Relationships				
Positive Attitude				
Retirement (CalPERS)				
Retirement (ICMA)				
Smoking Cessation				
Social Security / Medicare				
Stress Management				
Weight Management				
Work Life Balance				
JOB-SPECIFIC SKILLS	**1**	**2**	**3**	**4**

City of Sacramento

API #50, Exhibit B

Individual Development Plan

NAME _____ DEPT/SECTION _____

SUPERVISOR _____ PHONE _____

Employee development is a strategic goal for the City of Sacramento. The purpose of the Individual Development Plan (IDP) is to help you, in consultation with your supervisor/manager, identify and prioritize your individual learning and development goals. Employees know best what their developmental needs are in order to do their work effectively and efficiently. Supervisors are the best source for information on what is needed to accomplish the strategic goals and objectives of the City, Department and/or Division. Please refer to the reverse side of this form for specific guidelines.

Learning/Development Goals	Method of Learning (see reverse)	Priority	Target Completion Date	Actual Completion Date

Approval of my Individual Development Plan:

Employee Signature	Supervisor Signature	Date

EMPLOYEE

Build your Individual Development Plan (IDP) on an annual basis in consultation with your supervisor. Please follow the steps outlined below:

1. Complete the City University "Skills Assessment" form
2. Based on your skills assessment, identify the Learning/Development Goals you want to achieve during the current year –include any skills that are required by your Division, Department, the City, state, or federal authority and any skills you need to develop to do your job more effectively, meet City, Department and/or Division strategic goals and objectives, and/or meet individual career goals.
3. Choose a preferred Method of Learning (see list below).
4. Set a Target Completion Date for each learning/development goal.
5. Assign a Priority number to each learning/development goal ("1" being the most important).
6. Both you and your supervisor sign and date your IDP when you agree on its contents.
7. Record Actual Completion Dates for each learning/development goal (Note: Obtain needed approval and follow established procedures for City University or Tuition Refund for each learning and development activity you pursue).

METHOD OF LEARNING

Learning opportunities are offered through a variety of methods. Choose those that work best for your time commitments and learning style. Some options are:

- Go to a **class**
- Attend a **conference**
- Receive **on-the-job** training
- Attend **meetings** or presentations through a professional organization
- Take a course at a **college** or university
- Take an **internet course**
- **Shadow** an expert/admired leader for a day
- Conduct **online research**
- **Consult** with a knowledgeable person
- Participate in **cross-training**
- Participate in a **special project** that challenges you to develop new skills
- **Visit** a facility that specializes in the topic
- **Read** a book or journal article
- Find for become a **mentor**

SUPERVISOR ROLE

Supervisors at all levels (frontline, manager, executive) serve as "coaches" in developing their employees by performing the following duties:

- Assure IDP's are aligned with City, Department and/or Division strategic directions.
- Clarify required competencies (knowledge, skills and abilities) so employees can effectively perform the duties of their current classification and/or desired career path.
- Identify required or mandated training and assist with prioritizing learning/development goals.
- Share training and development resources to help employees complete their IDP.
- Monitor progress and provide quarterly feedback and support to employees in meeting their learning/development goals.
- Recognize employees for developing and completing their IDP.

Checklist For Using the Education Assistance Program (EAP):

Before completing educational/training course

☐ Does the education/training fall within the following approved areas for the Education Assistance Policy?

- high school equivalency requirements
- professional certification
- professional licensure registration requirements
- continuing education units (CEU's) for job-related requirements
- courses towards advanced college degrees from accredited programs
- training through additional department-approved seminars and training sources other than college credits

☐ Have I accessed the Education Assistance Program Form available on the Resources page of the Career Development Website?

☐ Is it within 30 calendar days of the start of the education/training course?

☐ Have I initiated a collaborative conversation with my supervisor/manager to gain approval to utilize the EAP Program to meet my educational/training plans?

☐ Have I secured the appropriate signatures on Section I and Section II on the EAP Form and submitted it to my department?

☐ Have I enrolled in the educational or training course, paid for the applicable fees and retained all original receipts?

After completing educational/training course

☐ Have I passed the course with a "C" or better or completed the requirements of a non-graded course?

☐ Have I notified my supervisor/manager of my course completion and obtained appropriate signatures on Section III on the EAP Form?

☐ Have I submitted the following with my completed EAP Form to the Accounting Division for reimbursement?

- original receipts *showing my payment* of registration fees, tuition, books and other class specific materials
- original of my completion certificate or grade report

Please note:

If you are receiving Financial Aid separate from the City:

- Grants and scholarships are not applicable for reimbursement through EAP
- Educational Loans are applicable for reimbursement through EAP

CITY OF SACRAMENTO
EDUCATIONAL ASSISTANCE PROGRAM

PURPOSE

This program has been established (since 1966) to encourage eligible employees to improve their knowledge, skills and abilities in subject areas that will enhance work performance in their current position or career field and to assist in future career transition preparation within the City. Eligible training for the program includes:

- high school equivalency requirements
- professional certification
- professional licensure registration requirements
- continuing education units (CEU's) for job-related requirements
- courses towards advanced college degrees from accredited programs
- training through additional department-approved seminars and training sources other than college credits

Reimbursement shall be made only for course work completed at accredited high schools, trade schools, colleges, universities, correspondence schools, extended education programs, and specialized test/license/certification workshops. These guidelines are intended to be flexible and to create an environment where continuous adult learning is honored and respected. Employees are encouraged to meet, in advance, to discuss their educational plans with their work unit supervisor, so that funds may be budgeted.

ELIGIBILITY

Any employee who is considered a budgeted, full-time career employee (either civil service or exempt) who has satisfactorily passed probation for their current position is eligible to utilize the program. Job-sharing employees may be reimbursed on a pro-rated basis providing they meet all other eligibility criteria. Employees eligible for an educational incentive pay program are not eligible to participate in this program.

No application can be made or any compensation accepted from any other public sector or union-funding source. Non-compliance may be grounds for disciplinary action and forfeiture of eligibility for future program participation. Exception: financial aid, in the form of educational loans, is eligible for reimbursement if documentation shows a payment by the employee for the course. Financial aid in the form of scholarships, grants or gifts that are used by the employee to pay for education or training are not eligible for reimbursement through the program.

APPLICATION

Applications for the Education Assistance Program are available to download from the Career Development Program website at http://www.cityofsacramento.org/resources.htm or are available at City University (921 10th Street, 4th Floor; 916-808-7285).

Step One: Employees meet in advance with their current supervisor/manager to discuss their educational plans and to gain approval to utilize the Educational Assistance Program for reimbursement.

Step Two: After approval, employees complete the Education Assistance Program form within 30 calendar days of the training "START DATE". Signatures are required of the employee, the supervisor/manager, and the department head in Section I and Section II.

Step Three: After Section I and Section II are completed, employees should register for the educational or training opportunity and keep all **original** receipts for any registration fees, tuition, books and other class specific materials associated with the training.

Step Four: Employees successfully attend and pass the course with a "C" or better (if a graded course) or complete the training module (if not graded).

Step Five: Employees submit their **original** receipts and grade report/completion certificate to their supervisor/manager with the signed Educational Assistance Program form. Final signatures are obtained in Section III. Employees submit the completed application form to the Finance Department Accounting Division along with a completed Payment Voucher, all **original** receipts and the final grade report/completion certificate within 30 days of the "END DATE".

Disbursement will be made through the employee's department budget, via Object Code 4190 (Educational Assistance). The original application will be retained by the employee's department and a copy should be made for the employee's records.

REIMBURSEMENT

Reimbursement shall be for 100 percent of the cost of registration, tuition, applicable fees, books and course materials, up to a maximum of $1500 per calendar year (Jan – Dec). Reimbursement for tuition and related expenses requires **original**, official receipts to be submitted with the completed Educational Assistance Program form.

Parking fees are not reimbursable through the program.

Reimbursement shall be made only for completed course work for which the applicant receives a grade of "C" or better. (Numerical equivalents and certification of successful completion may be appropriate verification in some instances.) Employees must present an official school transcript, highlighting the final grade received in the course(s).

RESOURCES

HUMAN RESOURCES DEPARTMENT
ORGANIZATIONAL DEVELOPMENT DIVISION

City University
921 10th Street, 4th Floor
Sacramento, CA 95814
916-808-7285

or

Career Development Program
921 10th Street, 4th Floor
Sacramento, CA 95814
916-808-5279
http://www.cityofsacramento.org/career/resources.htm

For assistance in completing the application process, it may be helpful to utilize the *"Checklist For Using the Educational Assistance Program"* which is also available at the Career Development Program website.

Updated 11/2005

City of Sacramento

Educational Assistance Program

Revised 11-05

EDUCATION ASSISTANCE PROGRAM

SECTION I: To be completed by applicant within 30 days of class "START DATE".

NAME:_____ TITLE:_____

DEPT:_____ DIVISION:_____

BUDGET: Fund #:_____ Agency #:_____ Org #:_____

COURSE TITLE:_____ COURSE #:_____ UNITS:_____

_____ COURSE #:_____ UNITS:_____

_____ COURSE #:_____ UNITS:_____

SCHOOL/TRAINING ORG:_____
START DATE:_____ END DATE:_____

EXPENSES: Attach original receipt for each expense for which reimbursement is requested.

REASON FOR ENROLLMENT:_____

_____

This application is submitted in accordance with the City of Sacramento rules and conditions for Educational Assistance. My enrollment is voluntary. Time spent taking courses will not be considered as time worked for the City. No application has been made nor will any compensation be accepted from any other public sector or union funding source that exceeds the actual out of pocket expenses for registration, fees, tuition, books or course materials. Grades/completion certificates and receipts will be submitted within 30 days of "END DATE".

_____ _____
SIGNATURE OF APPLICANT DATE

SECTION II: To be completed by Supervisor/Manager and Department Head.

APPROVED:_____ DISAPPROVED:_____ APPLICABLE COMMENTS: _____

_____

_____ _____
SIGNATURE OF SUPERVISOR/MANAGER DATE

_____ _____
SIGNATURE OF DEPT HEAD DATE

SECTION III: To be completed by Department Head within 30 days of course completion.

APPROVED:_____ DISAPPROVED:_____ APPLICABLE COMMENTS: _____

_____

_____ _____
SIGNATURE OF SUPERVISOR/MANAGER DATE

_____ _____
SIGNATURE OF DEPT HEAD DATE