

Title:	Employee Development and Training	
Purpose:	To establish an employee development and training policy for the City and County of Honolulu and prescribe procedures to allow efficient and economical attainment of approved training objectives.	
Issued by:	Labor Relations and Training	Date: February 15, 2005
References:	Mayor's Directives 104 (3-25-74) and 115 (5-29-75); CS Circulars 1379 (2-1-83) and 1-92 (1-22-92)	

I. **OBJECTIVES**

The objectives of the Employee Development and Training Program of the City and County of Honolulu (City) are to:

- A. Assist employees in acquiring and maintaining the knowledge, skills and abilities to provide quality services to citizens in the most efficient and economical manner possible.
- B. Provide employees with opportunities for personal growth and professional development.
- C. Prepare employees to assume broader responsibilities, adapt to change, and improve performance.

II. **POLICY**

- A. The City, through its Department of Human Resources (DHR), shall establish training programs and provide other related opportunities for employees to improve their work knowledge, skills and abilities.
- B. Immediate and long-range training needs are determined through various means such as interviews, surveys, focus groups, feedback from department heads and managers, and identified gaps between stated organizational goals and actual performance.
- C. Employees shall be encouraged to take full advantage of the opportunities made available through this program to improve themselves professionally and develop a productive career with the City.

III. **RESPONSIBILITIES**

A. **Department of Human Resources (DHR)**

- 1. Promote a City training program, provide assistance to assess training needs and coordinate training activities to meet identified training needs.
- 2. Meet regularly with departments and agencies to discuss training requirements and programs.

3. Seek feedback and input from departments and agencies on existing programs and future training needs.
4. Assist departments and agencies in identifying immediate and long range training needs.
5. Prepare employee training programs in cooperation with departmental training coordinators.
6. Submit an annual training program budget request to the Managing Director for approval and funding.
7. Assist departments and agencies with information on available training resources in the community.
8. Monitor and evaluate City training programs for effectiveness.

B. Departments and Agencies

1. Make information regarding City-sponsored training and development opportunities available to all employees so they can become familiar with the City's training programs.
2. Encourage and assist employees to participate in training and development opportunities throughout their careers with the City.
3. Provide input on training needs as requested by DHR and initiate feedback to DHR on department training needs.
4. Appoint a departmental training coordinator whose responsibilities will include enrolling employees in classes offered by DHR, and maintaining employee training records.
5. Plan, coordinate and arrange for internal training programs as appropriate or needed.
6. Develop internal procedures for the selection and eligibility of employees to receive DHR sponsored or departmental training.

C. Department of Budget and Fiscal Services (BFS)

1. Assist in the budgeting for planned training.
2. Review and make recommendations on the funding for the City's training programs.
3. Certify availability of funds and recommend action on requests to expend training funds.

IV. EMPLOYEE TRAINING & DEVELOPMENT PROGRAM

A. Authorized duty hours for training

1. Employee training required by the City will normally be scheduled during regular working hours. Where such training required by the City falls outside the employee's normal work hours, the employee's work hours may be adjusted to accommodate the time spent attending said training. (Refer to applicable collective bargaining agreement for included employees.)
2. Job related training and development classes requested by the employee but not required by the City may be attended during work hours with appropriate approvals.
3. Training for self-development not related directly to the job or to organizational objectives shall be taken on the employee's own time and at the employee's expense.

B. Reports and records

1. The department or agency may request an employee who has attended City sponsored training to submit an evaluation report. A copy of the report will be forwarded to the DHR.
2. The department or agency shall record satisfactory completion of City-sponsored training in the employee's official personnel file.
3. The Director of Human Resources (Director) may request reports from departments and agencies, which will assist management in assessing training activities and compliance with mandatory training requirements.

V. REQUEST FOR OUTSIDE TRAINING

This section provides for the use of appropriate outside training resources to complement or augment the DHR Employee Training and Development Program. Outside training resources include any outside agencies or persons approved by the City to conduct planned training and development activities for its employees.

A. Sources of outside training

1. University, college, high school, adult education, technical or commercial classes.
2. Institutes, workshops, seminars, courses, curricula or subjects sponsored by the Federal, State or Municipal governments or by professional and private organizations specifically for the purpose of training and employee development.
3. In-service training and development workshops, seminars, institutes, courses, curricula or subjects using outside instructors.
4. Apprenticeship programs.

B. Justification criteria for using outside resources

1. There is a recognized present or future need for the specific training, and such training will meet the department or agency specific need.
2. The training is directly related to the job and will improve the employee's performance on the job.
3. There are standards of achievement and performance upon which an objective evaluation of the worth of training can be made.
4. There are no resources within the City to provide the comparable training desired.
5. The department concerned has reasonable assurance that the employee benefiting by the training will remain in the service of the City for a period sufficient to justify the cost of the training.

C. Funding and approvals for outside training

1. Departments should estimate costs for local and mainland institutes, seminars, workshops and courses of anticipated or planned outside training in their annual budget requests. These cost estimates should consider expenses such as instructor fees, tuition, registration fees, supplies, travel and per diem.
2. Departments may request the use of departmental funds to provide for training needs not anticipated when the budget was submitted.
3. Once justification for outside training has been determined and approved by the department head, the department will complete a Warrant Request, attach course information (such as an informational flyer) and submit it to Budget and Fiscal Services (BFS) at least 15 days prior to the start of training. If out-of-state or neighbor island travel is involved, also include a Travel Request form and submit to BFS at least 30 business days before the departure date.

D. Training materials

Textbooks, workbooks and other materials received as a result of the training or purchased from City funds may be kept and maintained by the department as appropriate.

VI. TRAINING REIMBURSEMENT PROGRAM

The City is committed to supporting the professional development of its employees. Employees are encouraged to develop their potential in their current position and future positions with the City. The City provides financial assistance for classes taken at the employee's request on their own time that will enhance existing skills and expand capabilities.

A. Eligibility

Employees are eligible for the Training Reimbursement Program when all of the conditions listed below are met.

1. Eligible applicants are regular full-time employees whose performance is satisfactory at the time of application, when the course starts and when the course ends. Eligibility does not include temporary employees, employees on leaves of absence or who have not successfully completed their probationary periods.
2. Attending class, completing assignments and studying for class must be done on the employee's own time. Any exceptions must be prearranged and approved by the department or agency head.
3. Employees may take a maximum of two classes during any one scholastic period or semester.
4. Approval for individual classes or degree programs shall be determined by its applicability to the employee's current position or future positions to which the employee has the potential for advancement. The department or agency head should have reasonable assurance that the employee will remain in City service long enough after the training to warrant the expense.
5. Employees must pay their own fees. With prior approval and upon successful completion of the class, they will be reimbursed. (See section V above)
6. Only courses or programs from traditionally accredited educational institutions will be approved. Exceptions may be made by the Director based on the reputation, credibility, and program quality of non-accredited institutions.
7. Employees should apply for reimbursement prior to starting any class in order to determine eligibility. If an employee enrolls before the application is reviewed, the employee is totally responsible for course costs.
8. Approval of a specific course for a particular employee does not set the precedent that future requests for that course by other employees will be approved. Each application will be reviewed and evaluated based on appropriateness and availability of funds.

B. Reimbursement allowances

1. The following reimbursements will be paid for the total expenses of eligible employees successfully completing approved courses:
 - a) 100% for a grade of A or B in an Undergraduate, Graduate or Technical credit course.
 - b) 75% for a grade of C, Pass or Satisfactory in an Undergraduate or Technical credit course. No reimbursement for grades of D or F.

- c) 50% for a grade of Pass or Satisfactory in a non-credit course.
2. Reimbursement expenses will include tuition, registration fees (but not late fees), laboratory fees, cost of required textbooks, certification fees, and examination fees (when required for entrance, certification, and graduation).

C. Application procedure

1. The employee initiates the request by completing Form HR-LRT-6 at least 15 business days prior to the start of training, and submitting the form via his/her immediate supervisor to the department or agency head.
2. The department or agency head will review the request to ensure conformance with the City's Employee Development and Training Policy.
3. If approved, the request is forwarded to the Fiscal Officer to certify the availability of funds, then returned to the department. The employee is sent a copy of the completed request indicating approval and availability of funds.
4. If not approved or funds are not available, the request is returned to the employee with an explanation of why the request was not granted.

D. Reimbursement procedure

1. Within 30 days following the completion of the course, the employee must enter the completion information on Form HR-LRT-6, attach a transcript indicating the grade earned and copies of receipts for allowable expenses, and submit same to the department or agency head.
2. After reviewing for compliance, the department or agency head will sign off on Form HR-LRT-6 requesting that reimbursement be made and forward the documents to the Fiscal Officer.
3. The Fiscal Officer will issue the reimbursement check to the employee.

VII. AUTHORITY AND LIMITATIONS

- A. In the event that any controversy should arise as to the interpretation and application of this program, the Director will resolve it.
- B. Employees obtaining reimbursement from the City for completed training classes may not apply to other institutions, agencies or sources for reimbursement for the same classes.