


Policy Title:		Employee Training	
	OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER	Category	Training
		Administrative Policy #	
		Revision #	
		Review Frequency	As Needed – no less frequently than tri-annually
Administrative Division	Human Resources	Reviewed By	Chief Administrative Officer, General Counsel, Human Resources Director
BOWC Approval		Last Reviewed/Update Date	
Implementation Date			

1. OBJECTIVES

- 1.1. To ensure that employee training opportunities are properly planned and budgeted for, approved, documented and tracked for Detroit Water and Sewerage Department (DWSD) records.

2. PURPOSE

- 2.1. To provide the necessary policies and procedures for DWSD to monitor professional development needs for employees in order to improve performance and to further DWSD's employee development objectives.

3. DEFINITIONS

“Course Evaluation Form” is a form that is completed by trainees at the completion of trainings.

“Training Request Form” is a document that must be completed to request training.

“Management” means DWSD employees, including members of Executive Management, who exercise management authority and responsibility in each division for work groups, supervisors and/or employees.

“Optional Training” refers to non-mandatory training offered by DWSD Human Resources, a division within DWSD, or the City, that employees can participate in by choice.

“Required Training” is mandatory training an employee must complete based on requirements established by the DWSD Human Resources, the division within DWSD, or the City.

“Requested Training” is job-specific training requested by an employee and/or their manager or supervisor. Typically, this training is offered by a third party, such as a professional organization.

4. SCOPE

- 4.1. This policy applies to all permanent, full-time or part-time, employees of DWSD. Employees with temporary/short-term positions may attend/request trainings at the discretion of Management with prior approval.

5. RESPONSIBILITIES

5.1. Employees

- 5.1.1. Employees are required to identify all training required for the City of Detroit, DWSD, their division, and their role.
- 5.1.2. Employees will complete any and all required trainings as directed.
- 5.1.3. Employees work with their manager or supervisor to identify training and development targets, beyond required training, that will strengthen skillsets needed for their current position or support their ability to develop professionally.
- 5.1.4. Employees must submit a request for development to their manager or supervisor when a required, requested, or optional training has been identified.
- 5.1.5. Employees must notify the Training Manager when requested training courses are completed and submit a Course Evaluation Form to Human Resources.

5.2. Manager or Supervisor

- 5.2.1. Managers and supervisors will work with employees to identify all training required for the City of Detroit, DWSD, their division, and their role.
- 5.2.2. Managers and supervisors, in partnership with the Training Manager, will hold employees accountable for completing any required training as directed.
- 5.2.3. Managers and supervisors will work with employees to identify relevant training opportunities, beyond required training, that will support the professional development of the employee in their current position or positions that the employee may grow into at DWSD.
- 5.2.4. Managers and supervisors will coordinate with Management to ensure funding is available and receive an account code for the Training Request Form.
- 5.2.5. Managers and supervisors will submit the Training Request Form to the Training Manager and hold employees accountable for completing training.

5.3. Management

- 5.3.1. Management will budget for employee training annually, including budgeting for required, requested, and optional training.

5.4. Training Manager

- 5.4.1. The Training Manager will develop DWSD's training program inclusive of all required trainings across all divisions.
- 5.4.2. The Training Manager will ensure that DWSD employees have the skillsets to execute DWSD's mission by aligning resources with training needs across the organization.
- 5.4.3. The Training Manager will work with Management to understand technical training needs for specific job functions and assist in identifying opportunities for requested training.

- 5.4.4. The Training Manager shall develop Key Performance Indicators (KPIs) to perform regular analysis of the effectiveness and benefits of required training.
- 5.4.5. The Training Manager shall coordinate with the City to determine the best courses for DWSD employees to further their skillsets and support the skillsets needed by DWSD as a whole.
- 5.4.6. The Training Manager will track the completion of all training.
- 5.4.7. The Training Manager will provide reports to Management on training completion and work with Supervisors and Managers to ensure completion.

6. POLICY

- 6.1. DWSD shall provide training opportunities for employee growth. Training opportunities generally fall into the following categories:
 - 6.1.1. Optional – generally, these are trainings offered by the City of Detroit or DWSD for employees hoping to develop new skills or experience to aid in job performance.
 - 6.1.2. Required – required training refers to training that is either required for all employees (e.g., Ethics training) or for specific positions or job classifications (e.g., confined space training).
 - 6.1.3. Requested – generally, these trainings are hosted by a third party organization and are focused on a technical skill (e.g., a procurement specialist training offered by a national professional organization).
- 6.2. Human Resources is generally the budget owner for all optional and required trainings, whereas each department develops a budget for requested training specific for their employees.
- 6.3. Employees will have varying training requirements based upon certain criteria including, but not limited to, classification, duties, and departmental need. Management within each division develops training plans for their employees and works with Human Resources to develop a training delivery plan each year.
- 6.4. A completed Training Request Form must be submitted by a manager or supervisor to Human Resources prior to an employee completing the training.
- 6.5. Human Resources tracks all training completed by employees. Human Resources follows up with employees who have not completed required training within the specified time frame. Failure to complete required training as directed or failure to complete a requested training will result in disciplinary action.
- 6.6. Employees participating in requested training are required to complete a Course Evaluation Form and submit it to their manager or supervisor and to Human Resources.
- 6.7. **Reasonable and Necessary Accommodations**
 - 6.7.1. Management may take reasonable and necessary actions to accomplish the intent of this policy.

7. PROCEDURE

7.1. Course Identification and Sign-up

- 7.1.1. The employee completes the Training Request Form and obtains their manager or supervisor's signature for approval.
- 7.1.2. The Training Request Form should be completed and submitted to Human Resources for processing a minimum of thirty (30) days before the requested training, as practicable.

7.2. Course Completion

- 7.2.1. Upon completion of required and requested trainings, the employee completes a Course Evaluation Form and submits it to the Training Manager. Where beneficial, the employee presents learnings to team members.
- 7.2.2. Human Resources logs all completed trainings and evaluation forms and retains the records in the employee's file.

7.3. Evaluation of Training Effectiveness

- 7.3.1. The Training Manager confers with Human Resources Director to evaluate Key Performance Indicators of training courses in order to track the effectiveness of courses offered. The Training Manager evaluates the frequency of course offerings to determine if courses should be offered more often (i.e. on an annual basis) or should not be offered to employees.