



SECTION 700

EMPLOYEE DEVELOPMENT AND TRAINING

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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 Evaluation

Revised: 07/01/2022; 10/31/2018

- .1 Purpose:

It is the policy of the City of Tulsa to provide employee training and development opportunities to meet organizational goals while providing employees with the skills and knowledge necessary for career growth. Supervisors should serve in a mentoring capacity and demonstrate to employees that City leadership is committed to providing opportunities for professional growth, as available and applicable.

Important components of an effective employee development program include clear communication between the supervisor and employee regarding performance goals and expectations, and consistent feedback about employee progress.

Department leadership is responsible for properly managing an objective system of employee performance discussions. Performance discussions enable supervisors to:

- Acknowledge and provide feedback on employee contributions;
- Encourage regular dialogue between an employee and their supervisor about goals and expectations;
- Suggest ways in which employees can develop professionally and improve performance, when necessary;
- 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.

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.

.2 Administration:

- .21 Supervisors should meet periodically with their direct reports to provide feedback and discuss strengths, opportunities for improvement, goals, and objectives. A formal discussion with each direct report should be held to document successes and opportunities for improvement at least semiannually.
- .22 When employee performance needs significant improvement, an explicit path of recovery through remedial activities and employee development should be clearly communicated by the supervisor to the employee using a City Performance Improvement Plan (CPIP). A CPIP is an action plan and tool given to an employee whose performance is not meeting standards set by the supervisor in order to provide the opportunity to correct deficiencies and succeed. A CPIP should be used to address specific goals, targets, and behaviors needing improvement, and will outline a clear and measurable path forward to allow the employee to meet set standards by an established time frame. Employees on a CPIP will require additional meetings with the supervisor as outlined in the CPIP.
- .23 Employees presented with a CPIP by management are required to acknowledge receipt by signing and dating the form and may also provide a written response which should be retained by management with the CPIP. A signed and dated form, as well as any employee comments, must be submitted to the supervisor within five (5) days of the CPIP being presented to the employee. The employee's signature does not imply agreement with the content of the CPIP, but rather acknowledges that the supervisor has reviewed the CPIP form with the employee.
 - .231 Since the purpose of the CPIP is to provide an action plan of improvement, employees on a CPIP are expected to meet the set targets and goals outlined. Failure to comply with the terms of a CPIP will result in a pre-termination hearing being scheduled for non-probationary employees. The length of a CPIP will be determined by management and communicated to the employee, but should not exceed 6 months.
 - .232 Refusal by an employee to acknowledge receipt of the CPIP form as outlined above will result in a pre-termination hearing being scheduled.
- .24 Pay increases related to performance (Special Merit Increase) may be approved based on the budget process and collective bargaining and are subject to rules determined by the Human Resources Department and Mayor.
- .25 An initial planning meeting to cover performance goals and expectations should occur between a supervisor and employee at the beginning of the employee's assignment to a position, usually within 30 days.
- .26 This policy pertains to non-sworn employees. For information about performance evaluation for Police and Fire sworn positions, please see relevant internal policies and procedures for the applicable department.

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.

.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.

- .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).

708. Education and Tuition Benefits Program

Effective Date: May 1, 1999

(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:

- 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 Level 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:

.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.
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**).

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.
- .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.

711. Commercial Driver's License (CDL) Reimbursement/Payment Policy

Effective Date: 4/6/2022

- .1 Employees in classifications requiring a Commercial Driver License (CDL) should be reimbursed by the department for obtaining the relevant, required level of CDL and any applicable endorsements including the employee's expenses for application, license, and/or renewal fees, subject to the criteria below.
 - .11 When the employee initially passes the applicable skills assessment, the City will pay the one-time fee assessed for the initial CDL license based upon the rates listed in [Appendix-A of the Department of Public Safety cost schedule](#).
 - .111 Compensation for CDL renewal fees shall be paid at a rate which covers the difference between a standard "Class D" license and the appropriate higher level CDL and any endorsements required by the City of Tulsa and/or the State of Oklahoma.
 - .12 The City will not pay for failed testing attempts, nor will it pay costs outside of the applicable base application or license fees charged by the State of Oklahoma. Any additional fees beyond Appendix-A will require Department Head review and approval.
 - .13 The City will not reimburse or repay employees for a replacement license or identification card unless it was destroyed or lost due to the employees' job through no fault of the employee.
 - .14 Reimbursement requests entered into the City's financial system must list reimbursable line items as reflected on the purchase receipt provided by the Tag Agency and the Department of Public Safety.
 - .141 Failure to correctly identify reimbursable line items may result in denial or delay or the repayment request.
 - .15 The department director or designee shall ensure that employees sign the CDL Reimbursement Agreement Form if the City of Tulsa pays/reimburses CDL certification fees under this policy.
- .2 If CDL certification fees are paid/reimbursed by the City of Tulsa and employment is terminated for any reason (other than reduction in City's workforce or layoff) or the employee resigns before completing one (1) year of service, the employee agrees that the payment for the CDL, with any applicable endorsements, may be recovered from the employee at the City's discretion, and the amount owed may be withheld from the employee's final paycheck as follows:

- .21 If termination occurs within the first six (6) months of employment, the employee will repay one hundred percent (100%) of the cost of the application and applicable CDL and endorsements.
- .22 If termination occurs after six (6) full months but before one (1) full year of employment, the employee will repay fifty percent (50%) of the cost of the application and applicable CDL and endorsements.