

# *City of St. Louis Department of Personnel Administrative Regulation NO. 108*

## Employee Training and Development

### I. INTRODUCTION

The effective training and development of employees becomes more important every day. The City faces the problems of scarce resources, aging infrastructure, and demands for more and better services. The work performed by City employees becomes more complicated. The supply of workers with the basic skills to adapt to changing work requirements is decreasing. The competition for workers with highly developed skills is increasing. Citizens demand that government efficiently provide high-quality services. The phrase, "good enough for government work" is no longer acceptable. If we are to meet the expectations of those who live, work, or visit in our city, we must have a well-trained, well-supervised, and well-managed work force.

This Administrative Regulation sets forth a framework to achieve and maintain a well-trained work force. Success depends upon a strong commitment from all of us.

--> We must properly orient each employee to his/her position and to employment with the City.

--> We must instruct each employee to perform his/her duties properly.

--> We must encourage each employee to upgrade his/her skills and abilities so he or she can adjust to change in the workplace and advance in his/her career.

### II. PARTICIPATION IN TRAINING AND DEVELOPMENT ACTIVITIES

Some types of training and development activities are more appropriate for certain employees than for others. Most employees benefit from very informal one-on-one training at the job site. Sometimes it is possible to arrange job duties so employees develop a wider range of skills. Some employees would benefit from attending classes presented by the Employee Development Division, or enrollment in classes at a local educational institution. Other employees need highly specialized technical or professional training. The key is that every employee participate in an appropriate amount and type of training and development activity.

Recommended minimum participation levels:

--> Each employee should participate in enough training to assure that he or she maintains sufficient knowledge related to their current position.

--> Each employee who seeks advancement should participate in activities to prepare for advancement to and success in the desired position.

--> Each employee, who seeks a supervisory or managerial position, should participate in programs recommended for pre-supervisory or pre-management employees. This would also include those programs which teach City policies and procedures.

--> Each supervisor or manager should participate in programs covering the City's policies and procedures. Each should also have at least 20 hours related supervisory and management skills training each year. These employees must know the City policies and procedures, develop appropriate personal competencies, and keep up with the latest supervisory and managerial concepts and ideas.

--> Each supervisor, manager, administrator, professional, or technical employee must assure that he or she maintains a current body of subject-matter knowledge related to his or her assigned responsibilities.

The Department of Personnel encourages appointing authorities to set up suggested or required training and development standards for employees or groups of employees. The appointing authority must submit any required standards to the Department of Personnel for approval prior to implementation. The appointing authority must give employees appropriate notification and ample time in which to achieve required standards.

The Department of Personnel, working with appointing authorities, may develop minimum training standards for admission to promotional examinations or for selective certification from Civil Service eligible lists.

### III. RESPONSIBILITIES

#### A. Employee Responsibilities:

--> Each employee must maintain those basic skills and abilities (and in some cases, credentials) specifically required for their position.

--> Each employee is responsible for developing his or her knowledge, skills and abilities to the maximum extent possible and to prepare for success on the job and in his or her career.

--> Each employee must make the best possible use of training opportunities which are available.

--> Each employee must request assistance if uncertain about how to perform his or her duties correctly or how to prepare for advancement.

#### B. Immediate Supervisor Responsibilities:

--> Each supervisor must assure that each employee knows how to perform his or her duties properly. Providing on-going training is an important part of each supervisor's job.

--> Insist on high quality, efficient performance. Supervisors must praise those who are doing their jobs properly and counsel and re-train those who are not.

--> Supervisors are responsible for helping subordinates prepare for advancement. Encourage them to participate in useful training and development activities.

--> Supervisors must assure that each employee has an equal chance to develop his or her skills and abilities.

--> Supervisors must report training needs that cannot be met to higher management, the Training Coordinator, or the Employee Development Division.

#### C. Intermediate Supervisor and Manager Responsibilities:

--> Insist that each supervisor train and develop his or her subordinates. Reward supervisors who are doing a good job of training.

--> Assure that each supervisor has adequate subject matter, knowledge and skills.

--> Assure that each supervisor participates in supervisory training.

#### D. Director's, Commissioner's and Appointing Authority's Responsibilities:

--> Assure that subordinates are fulfilling their training and development responsibilities. Require that training be purposeful and properly carried out. Evaluate the effects of the training and allow an adequate amount of time for training.

--> Monitor the training needs of the organization and formulate a plan to meet these needs.

--> Appoint one or more employees as Training Coordinators.

--> Adopt the philosophy that training is never-ending and necessary. Reject the excuse, "We do not have the time to train."; insist instead that time spent in successful training, saves time.

#### E. Training Coordinator Responsibilities:

--> Provide training guidance and advice to managers, supervisors and employees.

--> Serve on a City-wide training council and act as liaison with the Employee Development Division.

--> Assess training needs in their operating agency.

--> Help management obtain the best possible benefit from the training resources available.

#### F. Employee Development Division Responsibilities:

--> Assess training needs of the City Service and develop strategies for meeting these needs.

--> Present supervisory and management skill courses and other courses of interest and benefit.

--> Provide consultation to managers and supervisors.

--> Provide training resources and technical help to operating agencies.

--> Manage the City-Wide Tuition Assistance and Training Opportunity Programs.

--> Maintain the New Employee Orientation System to assure new employees are properly greeted and initiated into the City service.

--> Maintain transcripts of training activities completed by City employees.

This Administrative Regulation supersedes and cancels Administrative Regulation No. 108, dated September 29, 1983.

Questions about this Administrative Regulation or requests for related assistance should be directed to the Employee Development Division, 1300 Convention Plaza, Suite 201, St. Louis, MO 6310. The telephone number is 622-5763.

## DEPARTMENT OF PERSONNEL

William C. Duffe  
Director of Personnel

Please provide a copy of this regulation to each supervisory employee.  
July 10, 1989

## ADDENDUM

### DEPARTMENT OF PERSONNEL ADMINISTRATIVE REGULATION NO. 108

TO: DEPARTMENT HEADS, APPOINTING AUTHORITIES AND  
MANAGEMENT PERSONNEL

FROM: WILLIAM C. DUFFE, DIRECTOR OF PERSONNEL

SUBJECT: EMPLOYEE TRAINING AND DEVELOPMENT

### MANDATORY TRAINING

Section II of the Administrative Regulation No. 108 suggests that Appointing Authorities set up suggested or required training and development standards for employees or groups of employees. It also says that supervisors/managers should attend supervisory training and policy and procedure training. An extensive Training Needs Analysis indicates this approach has not been effective in insuring that our employees receive necessary training. Therefore, the following courses are now required for the specific groups of employees indicated.

1. A. New Employee Orientation (for all newly hired employees)

B. Effective Supervisory Practices (for all new supervisors)

C. Essentials of Management (for all new second-level and above supervisors and all new managers 21M or higher)

D. City Policies (for all new supervisors and managers)

E. Defensive Driving (for all employees who drive on the job)

2. Course A-D should be made mandatory during the working test period. Defensive Driving is mandatory every three years, as currently indicated in the Safety Manual. Leverage to require attendance at the Defensive Driving course and the other mandatory courses can be provided by the Service Rating System.

3. Enforcement of the mandatory courses is the responsibility of the Appointing Authorities. Exceptions can be made by Appointing Authorities in unusual circumstances, if approved by the Director of Personnel.

Please provide a copy of this document to each new employee and to employees who are reallocated or promoted into one or more of the above areas.

August 19, 1992