

County of Cumberland Board of County Commissioners	Policy Number: 4.03	Pages: 1-5
Chapter: General Procedures		Effective Date: December 21, 2021
Subject: Training and Development Policy		

I. POLICY INTRODUCTION:

The Department of Personnel and Human Resource’s Division of Training and Development is committed to developing a strong learning culture where every employee can achieve their full potential. Training and development gives employees an opportunity to learn their jobs properly, bring new ideas into the workplace, reinforce existing ideas and practices, and contribute to quality service. As such, the Office of Training and Development offers innovative and diverse training and development programs in support of the County’s commitment to individual learning and overall organizational improvement.

II. PURPOSE:

This policy is based on a belief that each employee can develop the knowledge, skills, and attitudes which enhance employee morale, staff development, proficient services, and public relations. The purpose of the policy is to establish a process of accountability to support this belief.

III. SCOPE:

The requirements for training and development apply to all permanent, full-time, or part-time employees of the County. Employees with temporary/short-term contracts might attend trainings at their leader’s discretion. This policy does not cover supplementary employees like contractors or consultants.

IV. DEFINITIONS:

- a) **Department** is used to refer to any Department, Commission, Board, Body, or other instrumentality of the Cumberland County Government.
- b) **Employee**– The term refers to any County Department permanent, full-time, or part-time employee of the County. Employees with temporary/short-term contracts might attend trainings at their leader’s discretion. This policy doesn’t cover supplementary employees like contractors or consultants.

- c) **Staff Training and employee development:** Includes all activities which aim to assist staff to maintain, update and enhance their knowledge, skills, and capabilities. This dynamic process includes formal, informal, and on-the-job training, as well as a range of other learning and development activities including classroom education, electronic learning, self-managed learning, mentoring and coaching, and other professional opportunities.
- d) **Mandatory Training:** Training which an employer requires its staff to receive to ensure that its workforce is competent to deliver the services of the organization; this will include skills that the County determines are required by all employees and specific training for groups of staff.
- e) **Statutory Training:** Training which an employer is required to deliver and is determined by legislation, to ensure the safety of the workforce and those that come in contact with the workplace, such as Health and Safety, Anti-Harassment, and Drug-Free Workplace to name a few.

V. PROCEDURE:

Employees, leaders and the Office of Training and Development should collaborate to build a continuous learning culture as follows:

- a) Employees are encouraged to seek new learning opportunities.
- b) Department Heads are responsible to assist in identifying employee training and development needs.
- c) The Office of Training and Development is responsible to provide and facilitate any training and staff development processes.
- d) The Department Heads, along with the Office of Training and Development, shall jointly consider what employees need and how they can best learn. All should consider multiple learning methods like workshops, e-learning, lectures, and self-learning.

The Division of the Office of Training and Development shall:

- a) Design, develop, and deliver staff training and development, County mandated and Statutory training programs that specifically address the training and development needs of County employees.

- b) Collaborate with Department Heads and develop training programs.
- c) Customize specific training opportunities for individual employees/teams to promote learning opportunities for further professional growth.
- d) Make an effort, if needed and within the existing funding allocation, to seek external training expertise to meet employee's training needs.
- e) Maintain training schedules and attendance and provide records to the Department of Personnel and Human Resources and Department Heads. The Division of Training and Development will send a generated list of those employees who attended and those who have not attended directly to the Department Head.
- f) Keep a record of training sponsored through the Office of Training and Development undertaken by employees.
- g) Provide a make-up to employees who did not attend their initial training.
- h) Measure learning and development progress whenever possible and research learning system improvements e.g., using new technology to keep the County abreast on current methodologies.
- i) Support the Department of Personnel and Human Resource to design, develop, and deliver new employee orientation programs to include, but not limited to, employee benefits, general policies and procedures, administration's expectations of employees, customer service, ethics, and employee wellness.

The Department of Personnel and Human Resources shall:

- a) Develop an orientation training program for new County employees.
- b) Design an orientation program to include a presentation on employee benefits, general County policies and procedures, Administration expectations of employees, customer service, ethics, and wellness.
- c) Require new employees to sign a form that indicates that they have received the employee handbook and are responsible to read and understand the provisions contained within.

- d) Require new employees to sign forms related to electronic training as applicable.

Department Heads shall:

- a) Commit to a training and develop a culture for themselves and their staff.
- b) Provide the County's training expectations to employees.
- c) Collaborate with employees to identify their training and development needs and ensure employees are provided these opportunities.
- d) Document, maintain, and forward attendance records (if training is not sponsored by the Office of Training and Development e.g., external agency training) to Personnel and Human Resources so that employees' records accurately reflect their learning development.
- e) Be responsible for recognizing employees who attend mandatory trainings, statutory or staff trainings and development activities. Provide this positive recognition using several methods such as internal departmental awards, public announcements of accomplishments, etc.
- f) Have a conversation as soon as possible with the employee who did not attend trainings and determine reasons for non-attendance (e.g. sick, vacation, etc.).
- g) Direct employee to schedule the make-up training with the Director of Training and Development.
- h) Contact the Office of Training and Development to inform the Office that the discussion with employee has been completed so that make-up training can be scheduled.
- i) Include anticipated training needs in the department's annual budget requests (e.g. instructor fees, direct training materials/videos).

Employees shall:

- a) Comply with training and development activities and always conduct themselves professionally during these activities.

- b) Attend trainings and development activities and apply knowledge to their work.
- c) Collaborate with supervisors and department heads to identify their own training needs.
- d) Contact their supervisor within 24 hours if they do not attend a training in which they were scheduled informing them of the reason for non-attendance.

VI. VIOLATION OF THIS POLICY

The County of Cumberland recognize that its employees are its most important asset; therefore, the County is committed to a comprehensive program of employee training. The County is committed to training and developing all employees to maximize their potential and ensure a safe work environment. It is the County's intention to create an employee culture that supports learning and success. For these reasons, policy violations will not be tolerated. Violation of this policy may result in disciplinary action.