

## **SOP #37 - EMPLOYEE CROSS TRAINING AND JOB ROTATION PROGRAM**

### **1. PURPOSE**

- 1.1 To establish an Employee Cross Training and Job Rotation Program to utilize and develop the talents and abilities of City employees, thereby improving the level of service to the public and increasing efficiency and economy in the provision of such service.

### **2. ELIGIBILITY**

- 2.1 Permanent, full-time employees are eligible to compete for the cross-training positions. Successful candidates will be temporarily transferred to the trainee position; the anniversary date shall be adjusted by moving said anniversary date forward a time equal to the length of the cross-training.

### **3. POLICY STATEMENT**

- 3.1 Training and development of employees is an essential aid to efficient operation of the City and to attainment of its program goals. It is therefore the policy of the City to plan and provide for training and development of City employees as an integral part of management responsibility.
- 3.2 The objective of employee training is to improve the quality of City services by increasing the effectiveness of City employees.
- 3.3 Cross-training to familiarize employees with policies and procedures within a department and across department. The cross-training (job rotation) will also provide employees with a greater breadth of viewpoint and in-depth background of skills, knowledges, and attitudes in preparation for the assignment of greater responsibilities and possible movement to higher level positions.
- 3.4 To carry out this policy, the following responsibilities are assigned.

### **4. DEPARTMENT HEAD RESPONSIBILITIES**

- 4.1 The head of each department shall:
  - A. Make full use of existing accessible training facilities and services within the City organization, including cooperation with and participation in Employee Cross Training and Job Rotation.
  - B. See that specific equitable development and training opportunities are provided as

required to help employees at all levels to adapt themselves to changing City and department needs.

- C. During the budget development process, departments may submit requests for temporary cross-training positions. These cross-training positions will be funded for 999 hours.

5. PERSONNEL OFFICE RESPONSIBILITIES.

- 5.1 Upon budget adoption, the Personnel Office will conduct only promotional recruitments to fill the cross-training positions. When selections are made, employees will be notified and appropriate arrangements made with their department.
- 5.2 The Personnel Office will then conduct open recruitments for temporary employees to fill the vacancies created by selection for the cross-training position. It is the interest of this program to implement the transfer to the cross-training position at the same time as the new temporary employee starts work. Departments may fill vacancies through contracts for professional services if there is not an adequate pool of qualified applicants.

6. SUPERVISORY AND MANAGERIAL PERSONNEL RESPONSIBILITIES. All Supervisors have a direct responsibility for the training and development of employees under their supervision. Specifically, a supervisor is expected to:

- 6.1 Ensure that employees are provided with the opportunity to participate in appropriate training activities.
- 6.2 Work with assigned staff personnel in identifying, coordinating, and evaluating employee cross training and job rotation activities.
- 6.3 Provide appropriate on-the-job training (OJT) for subordinate personnel.
- 6.4 Provide encouragement to subordinate personnel to participate in training and educational activities that will aid in increased job effectiveness and career development.

7. EMPLOYEES RESPONSIBILITIES. With reference to the administration of a City-wide program, employees are encouraged to:

- 7.1 Assist in identifying training activities that appropriately relate to their career goals.
- 7.2 Participate in City training that appropriately relates to increased job effectiveness and

career development.

8. TRAINING OBJECTIVES.

- 8.1 To increase productivity through increased skills and through increased cooperation.
- 8.2 To prepare employees for technological, social and economic change.
- 8.3 To develop employees so they are capable of assuming positions of greater responsibility.
- 8.4 To encourage each individual to enhance his/her skills, keep skills up to date and motivate him/her to learn new skills and techniques as necessary, reconciling personal goals with city goals.