



Administrative Manual of Operating Procedures

Procedure #: 02.05.01	Procedure Title: Mandatory Training		Revision #: 1.1
Original Issue Date: 02/05/2018	Revised Issue Date: 02/11/2020	Next Review Date: 02/11/2021	Responsible Department: Department of Human Resources
Statutory References: Wisconsin State Statues 101.055 Wisconsin Administrative Code COMM 32		Ordinance References: Civil Service Rule VII, Section 4	
Appendices: Appendix B – 02.05.01 Rollout/Communication Plan for Mandatory Training Appendix C – 02.05.01 Flowchart		Forms: Form 02.05.01(a) Mandatory Training Request	

1. OBJECTIVE

Milwaukee County establishes a wide variety of training opportunities that assist with employee health and safety, skill acquisition, leadership development, and career growth. Some courses will be identified as mandatory, in order to ensure employee safety and mitigate risk for the County, and these courses must be completed within a specified time period. This AMOP outlines County procedures regarding these mandatory training courses, including consequences for non-compliance.

2. DEFINITIONS

- A. Acknowledgment. An electronic or hardcopy statement that an employee is required to complete, immediately after he/she has taken a training course, which states he/she has received the training information and agrees to comply with specific rules or policies, and it is used to confirm completion of assigned training.
- B. Completion Deadline. The date by which required training shall be completed.
- C. Corrective Action. A process of communicating with an employee to improve attendance, unacceptable behavior, or performance; documenting those discussions; and giving the employee the opportunity to demonstrate improvement. Corrective Action may lead to written warnings and/or termination of employment.
- D. Countywide Mandatory Training. Training content reviewed and approved by the Training Compliance Team and assigned to a broad range of Milwaukee County employees to help ensure employee safety and mitigate risk for the County. Training in this area may also include safety or OSHA training that has been identified for specific departments or positions and all Countywide mandatory training is a condition of employment.
- E. Department Head. The senior-most leader in a department.
- F. Department-Specific Mandatory Training. Training content reviewed and approved by the Department head and required of employee groups within the department, frequently related to OSHA/safety.
- G. Employee Manager. The immediate supervisor or direct manager of an employee or group of employees.
- H. Learning and Development (L&D) Division. The division within the Human Resources Department charged with overseeing, developing and administering training programs for Milwaukee County, including instructor-based classes, on-line tutorial, and outsourced courses.

- I. Learning Management System (LMS). The County’s online learning portal, which maintains all training registration, learning programs, acknowledgments and applicant tracking activities.
- J. LMS Administrator. The employee specifically trained in and assigned the responsibilities of posting, reporting and managing training for a designated department(s) in the LMS.
- K. Mandatory Compliance Training Report. A report generated by the LMS that displays the status of all mandatory training for Milwaukee County employees.
- L. Training Compliance Team (TCT). Team of County leaders responsible for determining which courses shall be required for all County employees, or for specific groups of employees. This team consists of a representative of the County Executive’s Office and Corporation Counsel, the Chief Human Resources Officer, the Director of Risk Management, and the Chief Information Officer.
- M. Training Content Owner. An individual within a business unit or department who serves as a training sponsor, taking responsibility for developing and maintaining content for a given training topic. Generally, a department head designates this individual within the organization as the training content owner to assure clear responsibility and accountability.

3. PROCEDURE TO ESTABLISH MANDATORY TRAINING

- A. Establishing County-wide Mandatory Training. To establish training as mandatory for County employees, the following steps must be completed:

STEP	ACTION
1	The training content owner, or sponsor, will complete the online Form 02.05.01(a) Mandatory Training Request
2	The training content owner will submit the completed Mandatory Training Request to the Training Compliance Team (TCT) Mailbox: HRMandatoryTrainingRequest@milwaukeecountywi.gov to obtain approval for the proposed County-wide mandatory training. For planning purposes, this must be done no later than 60 days before training will be assigned to employees.
3	The TCT reviews the request and once approved, forwards it to L&D. If not approved, and based on feedback from the TCT, the Mandatory Training Request may be revised and resubmitted.
4	The training content owner will design and develop the training program by working with the L&D Manager, or designee, to determine whether the course is most appropriate for online delivery, classroom facilitation, blended learning, an alternate approved method or a purchased third-party training. If considering online/web training, the content owner will review system requirements with L&D and IMSD prior to purchase. “Mandatory” must be used in front of the course titles as a naming convention for all required training courses.
5	A member of the TCT will announce and brief Cabinet members on newly approved training approximately 45 days prior to training rollout and employee assignment.
6	The training content owner will finalize the program, and work with L&D to establish the program in the LMS. For planning purposes, this must be done no later than 45 days before training is assigned to employees.

7	The training content owner, working with HR, will develop a communication/rollout plan to launch the new training. See Appendix B Rollout/Communication Plan for Mandatory Training .
8	The training content owner will send L&D the list of employees/positions who are required to take the training program. L&D will upload this information into LMS.

B. Establishing Department-Specific Mandatory Training. For a department to establish training as mandatory for the entire department, or for a group of employees within the department, the following steps must be completed:

STEP	ACTION
1	The training content owner, or sponsor, will complete the online Form 02.05.01(a) Mandatory Training Request and discuss with the assigned HR Partner why the training is required.
2	The training content owner will review the recommendation with the Department Head and obtain approval.
3	Once approved, the training content owner will design and develop the training program by working with the L&D Manager, or designee, to determine whether the course is most appropriate for online delivery, classroom facilitation, blended learning, an alternate approved method or a purchased third-party training program. If considering online/web training, the content owner will review system requirements with L&D and IMSD prior to purchase. "Mandatory" must be used in front of the course titles as a naming convention for all required training, even if it is only mandatory for certain departmental employees.
4	The training content owner will finalize the program, and work with L&D to establish the program in the LMS. For planning purposes, this must be done no later than 45 days before training is assigned to employees.
5	The training content owner, working with HR, will develop a communication/rollout plan to launch the new departmental training. See Appendix B for Rollout/Communication Plan for Mandatory Training .
6	The training content owner will send the Department LMS Administrator the list of employees/positions in the department who are required to take the training program. The Department LMS Administrator will upload this information into the LMS.

4. EMPLOYEE NOTIFICATION OF MANDATORY TRAINING

Whenever a mandatory training program is introduced, whether it is required of all County employees or employees only in certain departments, all affected employees will receive clear and timely notification of this new requirement.

- A. Employees with email addresses will initially receive an email message informing them of the required training. Once logged into the LMS, all employees should regularly check their transcripts for any required training they have been assigned.
- B. Employees without an email address will be informed of any required training by their

supervisors or managers who will document the notification. Once logged into the LMS, all employees should regularly check their transcripts for any required training that has been assigned to them.

- C. Employees without dedicated computer workstations will be given suitable options for completing their required training at a convenient location, such as computer kiosks or at training facilities.
- D. All employees will be provided time during regularly scheduled work hours for employees to complete the required training.
- E. New employees, and employees who transfer into or are promoted into a new position, will be automatically assigned/enrolled through the LMS in all training based on their job role/job code.
- F. All full-time, part-time and seasonal employees who are subject to mandatory training will be automatically assigned such training based on their job role/job code through the LMS.
- G. On January 1 of every year, L&D will re-assign the Countywide annual mandatory training courses in LMS to all employees, as appropriate, and regardless of an employee's hire date. Employees will be responsible for completing the mandatory courses every year. Additional training(s), once approved, may be staggered and assigned at various times throughout the year when deemed necessary.

5. COMMUNICATIONS PLAN FOR MANDATORY TRAINING

As noted above in **3. PROCEDURE TO ESTABLISH MANDATORY TRAINING**, prior to any mandatory training being assigned to employees, a [Rollout/Communication Plan for Mandatory Training](#) must be developed and reviewed with the appropriate HR partner. See Appendix B.

6. ACCOUNTABILITY FOR MANDATORY TRAINING

A. Responsibilities

i. Employees:

- Complete employee acknowledgment in LMS regarding the mandatory training procedure
- Review their assigned training transcript in the LMS
- Communicate immediately with supervisor or manager if facing any challenges completing training (example: difficulty accessing a training module)
- Complete all training by no later than the assigned due date

ii. Supervisors and Managers:

- Periodically review "My Team" in the LMS to confirm correct reporting relationships within their organization.
- Track and monitor Mandatory Compliance Training Reports
- Provide resources, i.e. computer workstations and work time, for employees to complete assigned training. At no time should employees complete required training outside of scheduled work hours.
- Incorporate notification of all required training into the department onboarding process and/or during the employee's probationary period.

- Ensure that all employees meet all of their requirements related to mandatory training.
 - Provide all employees who have not yet completed mandatory training courses half-way to the due date with documented, written reminders of upcoming mandatory training due dates.
 - Work with the area's HR partner to ensure that employees who do not complete the mandatory training requirements of their job receive Corrective Action, as appropriate.
- iii. Department Heads:
- Meet all requirements under 6 A ii. (above) for employees who report to them.
 - Ensure that all departmental Supervisors and Managers meet all of their requirements related to mandatory training.
 - Work with the area's HR partner to ensure that any departmental Supervisors and Managers who do not complete the mandatory training requirements of their job or who do not ensure that employees in their organization have met their training requirements receive Corrective Action, as appropriate.
- iv. Human Resources- L&D:
- Ensure that a communications plan is developed to inform employees whenever additional County-wide mandatory courses are approved.
 - Consult with content owners and HR Partners in developing new Countywide mandatory courses regarding the delivery of information (LMS module, purchasing third-party training materials, etc.).
 - Assign to appropriate employees all required training topics in LMS.
 - Generate quarterly Countywide LMS compliance status reports.
- B. **Reporting Progress:** To ensure all managers are aware of the status of employees in their areas regarding completing mandatory training, L&D will generate and communicate quarterly departmental employee completion reports for all mandatory training courses. A Countywide summary of these reports will also be sent to the County Executive's office.
- i. At the request of department management, LMS Department Administrators will update HR quarterly reports.
 - ii. LMS Department Administrators will prepare these interim reports and share them with Department Heads and HR Partners.
- C. **Consequences of Non-Compliance:** As noted on the **Mandatory Training Request**, all mandatory training assigned to County employees will include an announced due date for completion.
- i. The manager will monitor employee training completion, including appropriate employee reminders about required completion dates described in Section 6. A. ii.
 - ii. If an employee does not complete any mandatory training by its assigned due date, the employee's supervisor or manager will share this information with the HR Partner.
 - iii. Unless there are mitigating circumstances (example: an employee on Family Leave when the mandatory training was assigned or due), the supervisor or manager will work with the HR Partner to consider Corrective Action.
 - iv. Employees who fail to complete mandatory training by the assigned due date are subject to Corrective Action, up to and including termination of employment.

- v. Supervisors and managers who fail to ensure that employees in their organizations have completed mandatory training by the assigned due date are subject to Corrective Action, up to and including termination of employment.
- vi. An employee’s failure to complete mandatory training by the required deadlines, or the failure of a manager to ensure that employees in his/her organization completed the mandatory training by required deadlines, will be documented in the annual Performance Evaluation.

7. CONTRACTORS AND CONSULTANTS TRAINING

- A. Anyone working as a contractor for or consultant to Milwaukee County should check with their own employer regarding any training requirements. Milwaukee County is not responsible for assigning training to non-employees.

8. REVISION HISTORY:

Rev. #	Summary of Changes	Date of Change	Author
1.1	Annual review-no process or procedural changes needed. Updated email (HRMandatoryTrainingRequest@milwaukeecountywi.gov) and added to 4G: “Additional training(s), once approved, may be staggered and assigned at various times throughout the year when deemed necessary.”	2/11/2020	Michael Cucciardo