



COUNCIL POLICY C-HR23

Staff Training and Development

Prepared By: Human Resources

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Effective Date: April 12, 2016

Previous Revision Date: March 22, 2016

References: A-AD23 Employee Expenses
A-HR20 Employee Performance
Planning and Appraisals Process

LAS Review Date: March 29, 2016

Function: Personnel

PURPOSE

To support staff training and development, as a means to achieve and maintain excellence in the delivery of services to County ratepayers.

DIRECTIVE STATEMENT

Parkland County supports training to provide employees with the skills and knowledge to perform their current jobs; and staff development to provide employees with skills and knowledge to prepare them for long term future employment opportunities with the County.

Staff development may include formal education or courses, in-service workshops, temporary project assignments, temporary appointments, and educational conferences and seminars.

DEFINITIONS

The following definitions and interpretations apply in this policy:

1. "Corporate Training" means learning and development programs benefiting several departments and organized, development and offered centrally by specific departments throughout the County.
2. "Course" means a lecture, training session, or other instruction event.
3. "Program" coordinated group of classes often to achieve a level of education, such as, a certificate or a graduate program.

SCOPE

This directive applies to all County employees. Where a collective agreement varies from the provisions of this policy, the collective agreement reference prevails.

MANAGEMENT RESPONSIBILITIES

All Supervisors and employees are jointly responsible to assess skills, knowledge and abilities on an ongoing basis. Through the performance management process (see A-HR20– Employee Performance Planning and Appraisal Process), staff identify the skills and knowledge required to perform existing job functions and those which enable them to progress within the organization or to develop long term, career management skills.

Managers and General Managers/Chief Administrative Officer (CFO) are responsible for budgeting annually for departmental learning activities and prioritizing the allocation of approved funds.

Human Resources is responsible for:

- Identifying corporate training needs and organizing corporate training courses and programs.
- Monitoring records of course attendance and completion.
- Monitoring effectiveness of corporate training courses and programs.

STANDARDS

1. Funding
 - a. Funds will be allocated annually, as required, for corporate training initiatives.
 - b. At the department level, Managers and General Managers/CFO will budget for technical, professional, career-related development opportunities.
2. Eligibility
 - a. Eligibility for training is determined by employment classification, training type, budgetary considerations and corporate objectives.
 - b. Course subsidization is available to Permanent employees.
 - c. Temporary and Casual employees are eligible for internal corporate training. Other training may be provided at the discretion of their Supervisor.
3. Request for Subsidization
 - a. Employee must make a written request for program cost subsidization to their Supervisor.
 - b. The following criteria (not necessarily in this order and not all inclusive) should be considered by Managers and General Managers/CFO in the approval of requests for training and development programs:
 - i. Mandatory or regulated job specific training [e.g. licenses, professional designations].
 - ii. An appraisal of present and future program requirements of the department and/or organization.
 - iii. Program services which necessitate the training or retraining of employees.
 - iv. Need for technical/professional courses to keep employee abreast of new knowledge, trends and techniques.
 - v. Difficulty encountered in recruiting qualified persons to perform essential work.
 - vi. Identification of individual development needs based on informal meetings and formal performance reviews (see A-HR20 – Employee Performance Planning and Appraisal Process).
 - vii. Availability, location, and costs of specific courses and/or conferences.
 - viii. The department's goals and objectives and/or the County's overall Corporate Strategic Plan.

4. Reimbursement:

- a. Training needs specific to an employee's current position deemed mandatory by the County Supervisor, Manager, and legislation (i.e. OH & S regulated) will be fully funded by the County.
- b. When an employee and their Supervisor mutually agree that an educational course would enhance their position, but is not considered to be mandatory, the employee will not be allowed to bank time beyond their regular hours of work to attend, but would be reimbursed for costs associated with the course. (i.e. registration and course material costs; and, when applicable, see *Employee Expenses, Administrative Directive A-AD23*).
- c. The authorized subsidy may be paid up front or reimbursed.
- d. The employee is required to provide written confirmation from the education institution showing the course was successfully completed. If the employee does not successfully complete the course/exam, then the County must (unless extenuating circumstances) be refunded in full for the course.
- e. Certificate programs (Local Government, National Advanced Certificate Local Authority Administration and other similar programs) are eligible for assistance.

5. Return - Service Commitment:

- a. Should the total program cost be greater than \$2,500 in any one year and/or exceeds \$7,000 across three (3) years, the employee will be required to sign a Return-Service Agreement. Such an agreement shall be entered into writing prior to the start of the program and prior to the County providing funding. In the event that an employee fails to provide an executed Return-Service Agreement, the County shall have no obligation to provide funding.
- b. The amount of County investment and required return to work (RTW) commitment of employees is as follows:
 - i. Program cost = \$2,499, no agreement
 - ii. Program cost = \$2,500 – 9,999, commitment = 12 months after successful program completion is confirmed.
 - iii. Program cost = \$10,000 - \$19,999, commitment = 24 months after successful program completion is confirmed.
 - iv. Program cost = > \$20,000, commitment = 36 months after successful program completion is confirmed.
- c. Repayment obligations when RTW commitment is not fulfilled is calculated as follows:
$$\frac{\# \text{ of months short of fulfilling RTW commitment}}{\# \text{ of months of original RTW commitment}} \times \text{County's Investment \$} = \text{Repayment amount}$$
- d. An employee who is terminated for just cause or resigns from employment prior to the completion of the RTW commitment period must immediately repay the amount required to be repaid pursuant to article 5 (c) immediately upon termination of employment. The County shall be entitled to withhold any amounts owing to the County from the employee's wages, vacation pay, termination or severance pay, or any other amount owed to the employee by the County.