

MUNICIPALITY OF THE COUNTY OF ANNAPOLIS POLICY AND ADMINISTRATION MANUAL	AM – 2.5.2
Section Human Resources Development	Subject Employee Training and Development Policy

1. APPLICATION

This policy applies to all employees of the Municipality of the County of Annapolis.

2. AUTHORITY

Sections 65A, 65B, 65C and 65D, *Municipal Government Act*, as amended

3. PURPOSE

The County of Annapolis wishes to promote an environment which recognizes the importance of staff training and professional development for all employees. This development, including both formal and informal learning opportunities, should be ongoing for the duration of employment with the Municipality.

4. DEFINITIONS

In this Policy words and phrases have the same meaning as in the *Municipal Government Act* or as provided below:

- (1) *Council* - means the Council for the Municipality of the County of Annapolis;
- (2) *Employee* – means any employee of the Municipality of the County of Annapolis;
- (3) *Municipality* - means the Municipality of the County of Annapolis;
- (4) *Training* – includes courses, seminars, workshops and conferences.

5. OBJECTIVES

- (1) The objectives of this policy are to:
 - (a) ensure continuous growth in the skills and abilities of Municipal employees so that employees are capable of initiating and utilizing the most appropriate best practices and techniques to improve corporate productivity, efficiency and effectiveness;
 - (b) provide a consistent and equitable method of meeting the training, development, and professional needs of employees in accordance with current and anticipated Municipal requirements.

6. RESPONSIBILITIES

- (1) The Council will:
 - (a) approve the Employee Training and Development Policy;
 - (b) determine the preferred or required qualifications for the CAO's position.
- (2) The Management Committee will review and recommend changes to the Employee Training and Development Policy for adoption by Council.

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- (3) The Director of Human Resources will:
- (a) ensure that proper records are established and kept up to date with respect to participation in training / education activities;
 - (b) monitor the effectiveness of training, education, and professional development programs and make recommendations for consideration by the Management Committee;
 - (c) administer the budget for any cross-organizational training initiatives undertaken by the Municipality;
 - (d) assist Directors in the development and implementation of a planned approach to their departmental training activities.
- (4) Directors will:
- (a) ensure that the training is linked to Council's strategic plans and directives, core and service group business competencies, succession planning needs, and performance development plans;
 - (b) ensure that employees who participate in training or educational related programs which will benefit the Municipality;
 - (c) ensure that employees are provided with appropriate recognition for training undertaken and completed.
- (5) Managers will:
- (a) be responsible for ensuring the procedures established by this policies and / or standard operational procedures are followed;
 - (b) plan for sufficient funds to be included in the budget so as to ensure that Municipal employees within their respective departments can take advantage of various training opportunities which will benefit the Municipal organization;
 - (c) ensure that programs provide employees with the necessary skills to meet current and future job demands and schedule training for any deficiencies noted;
 - (d) assist the Directors in monitoring the effectiveness of the training, education, and professional development programs;
 - (e) ensure that all courses of training and professional development taken are recorded on the appropriate employees' personnel files;
 - (f) emphasize the need for the ongoing development of staff and ensure that staff development is undertaken in a planned and comprehensive fashion;
 - (g) ensure that employees in their departments are made aware of training and development opportunities;
 - (h) create a positive environment that promotes training and development of the employees.
- (6) Employees will:
- (a) make productive use of the staff training and development opportunities available;

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- (b) take personal responsibility and initiative for their professional development in order to maximize their contributions to present and future job assignments;
- (c) as appropriate or required, complete an evaluation report on any training / development activity and forward it to the department head;
- (d) bring to the attention of their manager their long-term career training and development interests.

7. PROCEDURES

- (1) Employees must receive prior approval in writing from their manager / director to participate in training and development courses where funding by the Municipality and / or where time off from the workplace is required.
- (2) Decisions as to whether training should be provided should be based on considerations such as the following:
 - (a) a thorough and realistic assessment of the requirements for training;
 - (b) an analysis of expected costs and benefits, including the possible consequences of not providing the training;
 - (c) the cost effectiveness of training as a solution by comparison with other options;
 - (d) identification of municipal and individual needs;
 - (e) whether candidates possess the necessary prerequisites.
- (3) When considering training and development that involves a long-term course of study that will result in the employee obtaining a degree, license or credential, two factors must be considered:
 - What is the gap, if any, between the employee education and training and the minimum required for the position; and
 - an assessment of the need and the eventual benefit to the municipality of upgrading the employee through the proposed training and development.
- (5) It is recognized that courses leading to professional designations, Bachelor Degrees, Master's Degree or other similar designations are expensive and while they should enhance our employee performance, the measurement of such improvement may be difficult to quantify. As such, approval for these courses of study must be approved in advance by the CAO in consultation with Service Group Director and Director of Human Resource. Particular attention should be paid to the anticipated benefit to the municipality and budget limitations.
- (6) It is also recognized that a lengthy work record demonstrating superior performance and good decisions should be considered equivalent to a degree or professional designation.

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- (7) On an annual basis, each Director should evaluate their staff complement and determine the staff strengths and weaknesses for their departments and develop a plan to address current and future staff requirements. It should be determined if the requirements can be met through staff development or if it will be necessary to hire from outside of the organization. If it is determined that existing staff are suitable and are interested in development, then consideration should be given to the type of training required.
- (8) Consideration should be given to both internal and external training opportunities. Internal training could include, but is not limited to, on the job training and course development by County staff.
- (9) The overall cost of training will be determined by budget as approved by Council. If the requests for funding exceed the overall budget, then the CAO will determine the priorities and determine which amounts will be funded.
- (10) When an employee commences a long-term training program such as a Bachelor's Degree or a Masters' program, funding or cost sharing will be offered for no longer than twelve months at a time. An annual review will be required for further funding or cost sharing. The annual review will take into consideration the employee's progress in the program, the continued expected value to the County, current budget demands and other urgent priorities.
- (11) Approval for tuition funding must be received prior to registration and commencement of the course.
- (12) An employee who fails to complete OR attain a passing grade in a course that has been previously funded by the Municipality will be granted twelve (12) months to complete the course at their own expense. If the employee fails to successfully complete the course at that time, the employee will be required to refund the total cost of tuition via payroll deduction.
- (13) Based upon the determination of the CAO, where proposed training activities are based primarily on an employee's request and there is no requirement for the training, financial support will not be provided. In such cases, the employee may wish to request leave without pay.
- (14) Educational leave and assistance is not a reward for service or a benefit to which every employee is automatically entitled.
- (15) If leave and/or financial assistance is granted, the amount(s) will be specified and will be based upon management's assessment of the relative costs and benefits to the individual and the organization. The amount may range from unpaid leave and no cost sharing of expenses to fully paid leave and full cost sharing of expenses.

