

	<b>CITY OF LACOMBE</b> <b>COUNCIL POLICY</b>	
	<b>STAFF TRAINING &amp; DEVELOPMENT POLICY</b>	
	Policy Number:	14.161.01 2017 PO
	Effective By:	June 26, 2017
	Rescinds:	14.125.01.14 Staff Development Policy and Procedures
	Review Frequency:	Every two years
	Department:	Human Resources
	Reference:	City of Lacombe Annual Budget

**Purpose of Policy**

This Policy establishes the Staff Training & Development Policy, resourcing and opportunities for staff training and development.

**Policy Statement**

The City recognizes the need to provide an environment conducive to continuous learning, to establish fairness and consistency in delivery of learning opportunities, and to ensure employees have access to resources and opportunities.

**Applicability**

This policy applies to all City employees, except those employees with employment agreements with specific terms related to professional development and training. This policy has limited application for casual employees and employees covered by the Lacombe Police Association Agreement. In the case of Lacombe Police Association employees and where there exists a conflict or reference to any term or offering within this policy, the terms of the LPA agreement shall prevail. Lacombe Fire Department volunteer force members shall be governed by the Fire Department Operating Guidelines and Policies.

**Non-Compliance**

Breach of approved terms and conditions of employment for City of Lacombe Employees.

**Roles and Responsibilities**

**City Council**

- For approving the Staff Training and Development Policy.
- To consider and provide resourcing through the budget process.

**CAO, Directors, Managers and Supervisors**

- Ensure compliance with the terms of this Policy, Guidelines and Procedures.
- Consider training/development needs or opportunities identified during informal meetings/discussions and performance reviews with staff.
- Consider and approve formal requests from employees for training and development activities. In the case of Educational Leave and where Learning Contracts are required, approval must be sought from the department director and CAO.
- Ensure the employee provides official documentation, where available, to confirm successful attendance at and completion of approved training and development activities.
- Ensure sufficient resources are made available for relief coverage during an employee's absence.
- Budget annually for departmental learning and prioritizing the allocation of approved funds.
- Ensure employees possess the necessary skills to meet job demands, as well as potential future requirements.

- Emphasize the need for ongoing development of staff and ensure staff development is undertaken in a planned, comprehensive manner.

### **Human Resources**

- In collaboration with managers, identify corporate training needs and organize corporate training courses.
- Develop and administer annual budget for corporate training initiatives.
- Research and source out alternative methods of training such as online, webinars, partnering with other agencies/employers, etc.
- Ensure records of course attendance and completion are placed on employee personnel files.
- Monitor effectiveness of corporate training programs.
- Report activity levels to the Senior Management Group on a quarterly basis.
- Act as a resource to both supervisors and employees, to ensure fairness and consistency in making opportunities available.

### **Employees**

- Self identify personal training and development needs and recognize training and development is an investment in both themselves and the organization. In some cases, the employee's commitment may include upgrading skills at personal expense or on their own time.
- Make application for funding consideration of training and development activities.
- Ensure attendance at and successful completion of approved training and development activities.
- Provide official documentation where available to confirm successful completion of the training/development activity.

### **Staff Training and Development PHILOSOPHY**

The City supports the value of continuous learning. Continuous learning and professional development opens employee's minds to new ideas and different perspectives. It can help to embrace diversity in the workplace, ensures the City of Lacombe remains dynamic and continues to evolve so that we can continue to improve our effectiveness allowing us to achieve our mission and vision.

As a commitment to continuous learning, the City of Lacombe has identified several ways in which it may support employees, including (but not limited to):

- Provision of 'in-house' training programs (e.g. orientation, skills training such as software training, safety training, management/leadership)
- Funding of external learning opportunities such as courses, workshops, conferences, etc.
- Funding for continuing education to maintain certifications/designations
- Work schedule adjustments and/or time off to enhance learning opportunities
- On the job learning opportunities such as job shadowing
- Secondments

In order to optimize limited resources, and to be accountable to our tax payers, the following has been identified as priorities and will be given first consideration:

- Technical, professional, and/or required competency training including training that is required in order to attain or maintain certifications or designations required for the employee's position.
- Career-related training to increase competence in an employee's present career or prepare employees for assuming increased responsibility within the organization and/or for succession planning.
- Personal development offers personal growth to the employee that is consistent with our core values and organizational objectives.

### **Funding**

The City of Lacombe, through the budget process, will provide for staff training and development in a balanced manner in order to maximize employees professional, technical and personal training and development and that takes into consideration the fiscal health of the organization and the annual business plans and objectives.

Eligible permanent employees (except those covered by the LPA agreement) will be allocated a set amount of funds each year to be used towards individual training and development. Funds shall be allocated as follows:

- Chief Administrative Officer as stated in employment contract
- Directors \$2500
- Managers \$1500
- Supervisors \$1000
- Employees other than those listed above \$ 800

Casual staff in Aquatics will be provided re-certification opportunities at relevant in-house sessions offered at no cost to the employee.

Casual employees will not be provided compensation for the time spent recertifying regardless of whether it is an internal offering or attendance at an external session. Casual employees recertifying during the term of their employment will be eligible for reimbursement of the costs of the external recertification after having completed 750 cumulative hours of work. Such 750 hour calculation shall be made based on the date of the recertification of the award.

#### *Corporate Learning*

Funds will be allocated annually, as required, for corporate level training initiatives such as orientation, leadership training, etc. for staff. Corporate funding is budgeted annually within the human resources budget.

#### *Individual Learning*

At the departmental level, each manager will budget for technical, professional, career related and personal development learning opportunities within their teams. Consideration should be given to alternatives to ensure cost effectiveness, i.e. local training versus training where travel is involved. Individual learning requests will be discussed with the manager and approved by the department director. Requests for funding shall be made by completing and forwarding for approval the Training and Development Request Form (appendix A).

#### **Time Off**

Employees who attend events related to this policy during their regularly scheduled hours of work shall be compensated at their regular rate of pay, including those employees attending training or conferences that are required to maintain a designation or certification for their role. No additional form of pay or time off will be granted when the course and/or travel extends outside normal working hours, nor in the event that a statutory holiday or regular day off occurs during the absence. Employees attending corporate learning courses shall have their shifts adjusted wherever possible so that pay is at straight time.

Employees attending mandatory training (as defined by the City) on a regularly scheduled day of rest or after regularly scheduled hours shall be granted time in lieu of overtime pay. If impractical to provide time off, employees will be paid at the regular overtime rate for the hours spent attending the training. Reference: Hours of Work Policy and Guidelines.

Employees attending learning activities related to the maintenance of a professional designation or certification required for their role on a regular scheduled day of rest or after regularly scheduled hours will not be provided time off in lieu or overtime pay.

Staff members taking written examinations shall be granted the necessary time off, with pay, to write the exams; however, the employee is responsible for time required for studying and homework. Reference: Attendance and Leave Policy Guidelines.

#### **Learning Contracts**

An employee will be required to enter into a Learning Contract prior to commencing a course of study or program of learning where the dollar amount to be funded by the City is considered to be significant and/or if the employee is seeking a leave with pay to further their education.

Where the City has sponsored an employee's course of study or program and/or provided leave with pay and the employee fails to fulfill the terms of the Learning Contract, the employee will be required to reimburse the City in accordance with the terms of the Learning Contract.

**Educational Leave**

The City of Lacombe may consider education leave on a 'leave-with-pay' basis, for training that is for longer durations. Employees requesting educational leave must complete an Education Leave Application and process through to their Department Director for review and discussion and final approval by the CAO. Applications will be assessed on an individual basis.

An employee granted education leave shall commit, through a Learning Contract to complete a term of employment post the leave with the City of Lacombe. The length of the term of expected employment post the education leave will be determined in part based on the duration of the leave granted.

**Associations and Memberships**

Managers may recommend corporate or individual memberships in professional organizations with national, regional, and/or local affiliation. The City will generally pay professional association fees and/or individual membership fees. These fees will be considered separate from training.

**Committee and Board Training**

City Committee or Board training shall be coordinated with staff representatives on an as- needed basis, and will be budgeted separately from staff training.

Original Signed \_\_\_\_\_

Mayor

Approval Date  
(MMMM/DD/YYYY)

Original Signed \_\_\_\_\_

Chief Administrative Officer

Approval Date  
(MMMM/DD/YYYY)