



# TOWN POLICY

## ADMINISTRATION POLICY:

# Training and Development Policy

**DEPARTMENT:** Human Resources

**POLICY NUMBER:** HR-064

**APPROVAL:**  APPROVED BY CAO  
Jeff Shaw

**EFFECTIVE DATE:** February 14, 2017  
**SUPERSEDES:** Policy #T-16-1  
**UP FOR REVIEW:** January 24, 2022

### Policy Statement:

The Town of Cardston believes in the development of our workforce, both to enhance employee engagement and commitment to the Town as an employer and to ensure the continued excellence of our organization. Training and Development is an essential business investment that enables the Town to maintain and extend our employee's knowledge and skills as our business environment evolves. Training and development plans and budgets shall be built into the Town of Cardston annual budget.

The investment that the Town of Cardston makes in partnership with employees in their continuing career development allows us to achieve maximum flexibility in meeting our current and future skills requirements. The Town is committed to creating and fostering an environment that facilitates and enhances the skills training and career development of our employees. Employees will be provided with opportunities so that they may maintain and develop their skills, adapt to changing workplace needs and fulfill their employment potential within the Town.

### Definitions

For the purposes of this Policy:

**Training and Development** — May include formal training, work experiences, conferences, job networking or formal courses of study to update and enhance the skills/knowledge necessary to make a continuing contribution to the work of the Town of Cardston, in current and future roles.

### Responsibilities

#### Senior Administration:

Create and foster an environment that facilitates and enhances the skills training and career development of employees by:





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- Considering employees development initiatives in annually reviewing performance of foreman / department heads.
- Providing resources for employees training and development to ensure that skill levels of employees are strong, broad and well-suited to the pursuit of the Town's objectives.

## **Foreman / Department Heads:**

Create and foster an environment that facilitates and enhances the skills training and career development of employees by:

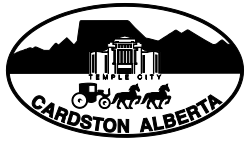
- Discussing with employees development needs in relation to the work of the unit.
- Providing opportunities for the discussion of individual goals on at least an annual basis and for the development of a mutually agreed plan for training and career development.
- Recognizing developmental achievements during the year.
- Based on the operational requirements of the unit, providing job-specific training to enable employees to acquire skills and knowledge necessary to the work of the unit based on identified needs, for example by participating in training seminars, job network meetings and temporary assignments.
- To the extent that operational requirements allow, providing employees with appropriate opportunities to acquire skills or experience which would enhance employees' ability to make a continuing contribution to the work of the Town of Cardston. Examples include participating in training seminars, job network meetings and cross-training.
- Review and approve appropriate requests for training and development. Supervisory approval for time away from the job for purposes of training and career development will be based on the following criteria:
  - Operational requirements of the work unit in relation to duration and timing of the development activity
  - Benefit of the development activity to the work of the Town of Cardston
  - Benefit of the development activity to the achievement of the employees' career goals within the Town
  - Costs for training fall within operational budget constraints.

## **Employees:**

Take the primary responsibility for managing their careers by:

- Examining current skills and identifying areas for further development.





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- Seeking opportunities for ongoing skills enhancement.
- Taking advantage of relevant training.
- Keeping skills and knowledge up to date to meet changing workplace needs.
- Contributing to the department/division's annual planning process.
- Putting full effort into the course and receiving a passing grade on all courses.

## Application of Knowledge / Skills Acquired:

Supervisors have an obligation to ensure that the employee knowledge and/or skills acquired by the training are then applied to the organization for the benefit of the organization. Employees have an obligation to only pursue education and training that they will be able to apply to the organization upon completion. Both supervisors and employees are to exercise discretion if it is anticipated or understood that the employee will be leaving the organization shortly following the training.

## General Procedure

For all training and development activities, applicants will be selected on the basis of identified Town and individual needs, assuming candidates meet program standards and requirements.

Town of Cardston employees may either:

- 1) Be requested to participate in training courses, or
- 2) Request to participate in training courses

## Application

All employees who are applying for, or are requested to participate in, training and development courses will complete the Application for Training (Schedule A) form in consultation with their supervisors. Detailed descriptions of course content and requirements should be attached to the application.

## Training Requiring Leave of Absence

Any training or development program which requires a leave of absence must be in a field directly related to current responsibilities or as approved in conjunction with career planning / succession planning activities and approved by Town Council.





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For training under an apprenticeship program requiring a leave of absence to take courses on campus or away from the workplace, the following conditions may apply:

Tuition and books for courses will be paid by the Town of Cardston. Should the employee not obtain a passing grade in the said course, the employee will be responsible to repay the Town all tuition and book expenses. The employee will continue to receive their regular pay during the leave. The employee will have 2 attempts to pass the course and if unsuccessful, relocation to another department within the Town, or termination of employment may occur. Approved expenses do not include lodging, mileage, fuel, or food during the time of the apprenticeship.

Employees who participate in this specific training will be obligated to enter into a promissory agreement with the Town of Cardston. This agreement will obligate the employee to continue employment with the Town following completion of their education for 1 year for every leave of absence costs consisting of tuition, books and time paid for by the Town. Normally, only one session of schooling or one leave will be granted per calendar year.

i.e. If the employee takes 3 years of schooling, they will be obligated to remain with the Town for a minimum of 3 years following the completion of all courses and the receipt of certification of graduation or status. In the event of a trade apprenticeship, completion is considered when the final year of schooling and requisite hours of work are both completed to gain journeyman or desired status. Failure to remain in employ with the Town for the agreed to amount of time will result in the employee having to repay costs associated with the education and training (including wages). This agreement and all details will be signed by the employee, the immediate supervisor, and senior management and is attached to this policy as "Schedule B".





# SCHEDULE "A"

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## Application for Training Form

<b>Employee Name(s)</b>	
<b>Date of Training</b>	
<b>Name of Course / Meeting / Training</b>	
<b>Location</b>	
<b>Course Costs</b>	
<b>Material Costs</b>	
<b>Mileage Costs</b>	
<b>Other Costs</b>	
<b>G.L. Account</b>	
<b>Purpose/Intent of Training</b>	
<b>How will the knowledge or skill gained in training be applied to Town operations in the future?</b>	

<b>Employee</b>	
<b>Management</b>	
<b>Date Signed</b>	





# SCHEDULE "B"

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## Employee Agreement

Further to the Town of Cardston policy on Training and Development, \_\_\_\_\_ (the employee) wishes to undertake training or apprenticeship which will require significant financial investment on the part of the Town. The Town agrees to fund specific expenses related to this training based on the following terms and conditions;

The employee will reimburse fully the Town for any book, material and tuition expenses if the employee does not obtain a passing grade in the course.

If the employee does not obtain a passing grade in the course twice, the employee may be relocated to another department if the employee is determined to have a beneficial skill set to that department and there is an available opening, or have their employment terminated.

Upon successful completion of the course, the employee agrees to remain employed with the Town for one year following full certification for every year of apprenticeship or training completed.

Should the employee leave the employment of the Town prior to the designated time, all educational related expenses including wages, tuition, books, and other materials paid for by the Town will be owed and payable to the Town.

The employee authorizes that in turn for receiving regular salary and aforementioned educations expenses paid during the course of the training, the Town may withhold and deduct any monies owed from the final paycheck of the employee should said employee leave the employment of the Town prior to fulfilling the requisite time obligations. In short, the employee agrees that any amounts owing to the Town may be set off against any monies owed to the employee from the Town.

Should the employee leave prior to fulfilling their obligations under the agreement, and the final pay cheque funds are not sufficient to cover all town expenses, the employee may set up a payment schedule for the remaining balance not to exceed 12 months. Should the employee not honor the payment schedule, the Town reserves the right to pursue the balance via the most effective method.

I understand my obligations under this policy as set forth above:

<b>Employee Name</b>	
<b>Employee Signature</b>	
<b>Witness Name</b>	
<b>Witness Signature</b>	

