



CULTUS LAKE PARK

Administrative Policy

Section:	Human Resources	
Sub-Section:	Training and Development	
Title:	Staff Development	

RELATED POLICIES

Number	Title

APPROVALS

Approval Date: October 28, 2009	Approved by: Cultus Lake Park Board
Amended:	Approved by:
Amended:	Approved by:
Amended:	Approved by:

POLICY

Cultus Lake Park recognizes the importance of attracting and maintaining highly trained, qualified employees in order to provide service excellence. The Park Board encourages employees to take an active role in their own development and personal growth and will endeavor to provide a budget equal to 3-5% of payroll annually for the purposes of ongoing staff development. Staff Development will consist of a balance between professional/technical and personal development training opportunities and shall be available to all employees of Cultus Lake Park.

DEFINITIONS

PROCEDURES

This policy is designed to provide a consistent approach to training and development opportunities within Cultus Lake Park. It is not intended to detract from existing mandatory training already in place within certain departments, but rather to enhance the role of training throughout the organization. All staff development requests are subject to budget availability and approval of such requests shall be at the discretion of the Managers and/or Chief Administrative Officer.

All employees who wish to attend courses/training sessions/conferences are required to complete a Staff Development Authorization form (Attached to this Policy as Appendix "A").

In cases of financial hardship and where the employee has responsibility for initial payment of fees, registration fees may be paid by the employer. (Payroll Deduction Authorization to be completed.)

Finance shall keep a record of all training received by employees and monitor costs per employee and per department.

PROFESSIONAL/TECHNICAL DEVELOPMENT

Professional/Technical development involves task or profession specific training which usually has a measurable outcome and includes learning activities:

- designed to improve current job performance
- that increase the competency and ability of employees to progress with the organization as it grows and changes
- that will improve employees' competence beyond that required for the job they now hold.

Supervisors shall identify development needs with employees during their annual achievement planning review and funding allocations shall be determined for training through the budget process. Staff development opportunities for temporary, special assignment, seasonal and probationary employees shall be at the discretion of the Managers.

Professional/Technical development is divided into three areas:

1. External Courses

These are courses which are not part of a complete program of study, but can stand on their own for increasing skills or abilities of an individual. Employees who participate in this type of training shall have the following reimbursement schedule apply:

a) Required training:

- Registration Fees:
 - 100% Employer Paid
- Staff Time:
 - Employer Paid
- Course Material:
 - 100% Employer Paid
- Expenses (parking, mileage)
 - 100% Employer Paid

b) Enhanced Training (beneficial to current position but not Employer required, or is Employer supported career development courses for another position within Cultus Lake Park) :

- Registration Fees:
 - up to 100% Employer Paid upon successful completion of course.
- Staff Time:
 - depending on the course, the Employer may pay up to 100% of staff time to attend course or may require employee to attend on their own time.
- Course Material:
 - 50% Employer Paid
- Expenses (parking, mileage)
 - Employee Paid

c) Grade 12 or equivalency and typing speed improvement courses:

- Registration Fees:
 - 100% Employer paid.
- Staff Time:
 - employee to attend on their own time.
- Course Material:
 - 100% Employer Paid
- Expenses (parking, mileage)
 - up to 100% Employer Paid

2. External Workshops/Seminars

External Workshops/Seminars are usually one to two day sessions dealing with a specific professional or technical area. Employees who participate in this type of development shall have the following reimbursement schedule apply:

- Registration Fees:
 - 100% Employer Paid
- Staff Time:
 - If seminar/workshop is held during normal working hours, Employer will provide paid time off. If course is outside normal working hours, Employee will attend seminar/workshop on their own time.
- Expenses (parking, mileage)
 - 100% Employer Paid

3. Professional Programs of Study

All employees who wish to receive assistance from the Employer in taking higher-level recognized programs of study (e.g. CGA, MBA, Certificate in Public Administration, etc.) for the mutual benefit of the employee and employer shall comply with the provisions set out below. Assistance can take the form of direct financial aid and/or paid time off from work.

Requests for training program approval shall be made in writing to the Chief Administrative Officer. Included in the request shall be:

- the name of the program of study
- the name of the institute offering the program
- outlines of the course content
- a statement as to why this program is of mutual benefit to the employee and the employer
- the expected duration of the program, and a time frame for completion
- the anticipated cost of completing the program

Application for training program approval shall be made, where possible, at least six months in advance of the anticipated start date of the course. All employees who undertake a Program of Study must sign a Learning Contract agreeing to the terms of this policy (see attached Appendix B). Provisions of this policy shall generally apply to all employees; however, negotiated changes can be incorporated into the Learning Contract to address specific circumstances. Compassionate reasons (such as illness, serious personal emergency, etc.), may alter or cancel a Learning Contract.

Approved course registration fees, course materials, travel costs and time away from work shall be reimbursed as negotiated and stipulated in the Learning Contract; however, each course in the learning contract is subject to budgetary considerations and must be approved prior to enrollment.

In the event the employee leaves the employment of Cultus Lake Park prior to completing two

years of service, or as specified in the Contract depending on the program, following completion of the program of study, the following provisions shall apply:

- a) Employees who remain employed by Cultus Lake Park for more than one year, but less than two years, past the completion of the program of study, will be required to reimburse Cultus Lake Park 25% of the registration fees.
- b) Employees who remain employed by Cultus Lake Park for more than six months, but less than one year, past the completion of the program of study, will be required to reimburse Cultus Lake Park 50% of the registration fees.
- c) Employees, who remain employed by Cultus Lake Park for less than six months past the completion of the program of study, will be required to reimburse Cultus Lake Park 100% of the registration fees.

If an employee commences a program of study, but does not complete the program as approved by the Employer, the following provisions shall apply:

- a) Employees who complete less than 1/4 of the program of study shall be required to reimburse Cultus Lake Park 75% of the registration fees.
- b) Employees who complete more than 1/4 but less than 1/2 of the program of study shall be required to reimburse Cultus Lake Park 50% of the registration fees.
- c) Employees who complete more than 1/2 but less than 3/4 of the program of study shall be required to reimburse Cultus Lake Park 25% of the registration fees.

Note: All professional programs of study will require approval by the Chief Administrative Officer and Cultus Lake Park Board; unless the program of study was negotiated at the time of recruitment.

4. In-House Training

In-house training is divided into four areas:

- a) On-the-Job Training:

This is training provided by the department to enable employees to develop specific skills to improve task completion, acquire knowledge about new equipment or services within their existing position, or learn new procedures or processes for future growth within Cultus Lake Park. All on-the-job training held during normal work hours will be paid for by the Employer.

- b) Computer Training:

Computer training design and delivery shall be managed by the Manager of Finance and every effort shall be made to offer this training in-house. An annual computer training plan shall be developed by the Manager of Finance in conjunction with Cultus Lake Park Chief

Administrative Officer and Managers. Depending on the specialized nature of the training,

employees may find it necessary to receive training under the External Courses provisions outlined above.

c) **New Employee Orientation:**

This is orientation for new employees to ensure they are aware of important policies, procedures, and programs when they begin employment with Cultus Lake Park. The program will be coordinated through the Department Managers.

d) **Career Enhancement Program**

The Career Enhancement Program provides for practical work experiences and in-house training for employees who wish to experience another position within Cultus Lake Park.

A Train-the-Trainer program will identify and develop trainers for various in-house training programs.

5. Health & Safety Training

Health & Safety Committees shall make health and safety program recommendations to the Cultus Lake Park Chief Administrative Officer and Managers to assist Cultus Lake Park in planning its health and safety programs.

6. Conferences and Conventions

The Chief Administrative Officer and Managers may be allocated budget funds annually in order to attend conferences and conventions. Managers are to meet annually with staff in order to identify upcoming conference/convention requests. Annual budget allocations for conference/convention attendance shall be as set out in the annual budget guidelines.

Departments may opt to pool available conference/convention funds within the department in order to allow some people attendance to a more expensive event. Individuals may also opt to carry-over one year's allocation to the next in order to finance a more expensive event.

All employees wishing to attend conferences/conventions are required to complete a Staff Development Authorization form.

PERSONAL DEVELOPMENT

Personal development includes a wide variety of subject matter which contributes to improving personal attributes and/or behaviours that impact a person on both a personal and professional level. Generally results are a measure of quality rather than task specific improvements. Examples of areas of Personal Development training include leadership skills, team building, communication, and strategic decision making.

The Chief Administrative Officer, together with the Managers, shall annually identify corporate-wide Personal Development training opportunities which shall be available to all employees of Cultus Lake Park.

Individual or Department level Personal Development training needs can also be identified through the performance review process and departmental priorities. Reimbursement for these training opportunities shall be the same as the external course and/or workshop reimbursement schedule.

Where possible, Cultus Lake Park shall generate revenue from other Employers or individuals by selling space to professional/technical and personal development programs designed for Cultus Lake Park.

MONITORING/AUTHORITY

Delegated to Administration.



CULTUS LAKE PARK

STAFF DEVELOPMENT AUTHORIZATION

Courses/Seminars/Conferences/In-House Training

Name: _____ Position: _____ Dept.: _____

Name of Course/Seminar/Conference/In-House: (attach brochures) _____

Location: _____ Program Date(s): _____

Is this the start of a continuing program: Yes: No:

Is this part of a continuing program previously authorized by the Park Board? Yes: No:

Type of training: External Course: Required Enhanced
 Seminar Conference In-House

Time off required? Yes: No: If Yes, provide details: _____

IF YOU ARE REQUESTING FEES BE PAID IN ADVANCE DUE TO FINANCIAL HARDSHIP, PLEASE COMPLETE A PAYROLL AUTHORIZATION FORM.

EXPENSES: (Projected)

Registration Fee: \$ _____ Meals, Per Diem, etc. \$ _____

Course Materials: \$ _____ (____% Reimbursed)

Mileage: \$ _____ Airfare: \$ _____

Accommodations: \$ _____ Deadline Date: _____

Provide a brief description of the program and why you feel it would be beneficial to your employment with Cultus Lake Park: _____

AUTHORIZATION:

Employee Signature: _____ Date: _____

Manager Approval: _____ Date: _____

Chief Administrative Officer: _____ Date: _____
(signature required for conferences, conventions and out-of-town courses only)

Original to: Personnel File Copies to: Finance
Employee

A copy of this form must be attached to claim when submitted.

CULTUS LAKE PARK

PROGRAM OF STUDY LEARNING CONTRACT

Employee Name	Date
Position	Department
Program of Study	Educational Institute
Start Date of Program	Anticipated End Date of Program

Agreed to Cost Share Arrangement:

	Tuition	Materials	Paid Time Off Work	Other
Employer Share (%):				
Employee Share (%):				

Anticipated Total Cost of Program

Tuition: \$ _____ Materials: \$ _____ Paid Time Off Work: \$ _____

Other Agreed to Provisions:

The above named employee has been approved by Cultus Lake Park to receive financial assistance for the above noted Program of Study. The Employee agrees to abide by the provision set out in the Staff Development Policy (see attached).

Each individual course in a program of study is subject to approval by the Manager at the time the employee wishes to enroll in the course. Employees are required to complete a Staff Development Authorization Form for each course.

Employee Signature	Date
Manager Signature	Date
Chief Administrative Officer Signature	Date

Cultus Lake Park
Training and Development
Payroll Authorization

Employee Name: _____

Course Name: _____

Course Fee: _____

Course Start Date: _____

Course End Date: _____

Education Institution: _____

I request that Cultus Lake Park advance to me through (check one):

- Accounts Payable
 Purchase Card (name of card holder: _____)

the amount of the course registration for the above named course which I have been authorized to take under the Enhanced Training Section of the Cultus Lake Park Training and Development Policy. I understand that I am responsible for registering myself in the course and that upon completion of the course, provide evidence of successful completion (e.g. transcript) along with original fee receipts within 60 days of completion of the course to the Finance Department.

Should I fail to complete or pass the course, or provide evidence of successful completion within 60 days, I authorize Cultus Lake Park to deduct from my pay the amount of money advanced to me for this course.

Date: _____ Employee: _____

Date: _____ Dept. Approval: _____