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| Policy No: | HR – 009 |
| Department: | HUMAN RESOURCES |
| Subject: | LEARNING AND DEVELOPMENT POLICY |

The Learning & Development Policy shall be implemented in accordance with the Learning and Development Strategy and complements the Educational Assistance Policy.

POLICY STATEMENT

Learning & Development is an essential business investment that enables the City to maintain and extend our employee’s knowledge and skills as our City evolves. The investment that the City makes in partnership with employees in their continuing career development allows us to achieve maximum flexibility in meeting our current and future skills requirements.

PURPOSE:

The purpose of this policy is to support and provide robust solutions enabling lifelong learning and development of our leaders and employees in achieving the City’s Vision and Mission. These learning & development opportunities will support the implementation of the City’s Learning & Development Strategy and support the achievement of the City’s strategic initiatives.

APPLICATION:

This policy applies to all learning and development opportunities offered to employees of the City.

DEFINITIONS:

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| Career Development | A strategic investment to broaden and prepare employees for future career enhancement or lateral enhancement through training and other various learning activities and programs. |
| Learning | An experience that occurs within an individual that results in a change in the way the employee perceives, understands, and acts. |
| Lifelong Learning Organization | An organization where knowledge is valued at all levels, where learning and adaptation to learning is continuous, interactive, and encouraged and is built around people, their knowledge, skills, and ability to innovate. |
| Training | Is an organized, conscious, and deliberate effort to transfer knowledge or skills that are required for successful performance |

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7. The City reserves the right to review and/or decline funding for learning and development if there is no demonstrated mutual benefit for both the employee and the City.

RESPONSIBILITY

Everyone in the City will have a role to play in ensuring the City achieves its goal of life long learning. Learning is a shared responsibility as follows:

Employees are responsible for:

1. Taking ownership of their learning and development and in managing their careers.
2. Consulting with their manager and discussing learning opportunities to acquire and maintain the knowledge and skills necessary to perform their present job.
3. Completing the Application for Learning and Development Request prior to registering for any program and discussing with their manager the appropriateness of the program.
4. Developing with their manager and in consultation with Human Resources, an Individual Learning Plan that will meet current and future career path expectations.
5. Selecting learning opportunities that align with career and business goals as identified in the Individual Learning Plan.
6. Maintaining up to date skills and knowledge to meet changing workplace needs and ongoing skills enhancement as required in their present position.
7. Making productive use of learning & development opportunities and transferring/applying the learning to their job function.
8. Ensuring they are aware of the personal commitment needed to satisfy the assigned course work and study time required in order to achieve success.

Management is responsible for:

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1. Identifying and discussing with their employees their learning needs for current or future career path development.
2. Developing a mutually agreed on Individual Learning Plan for their employees for training and career development. This may form part of the performance appraisal.
3. Providing job-specific training to enable employees to acquire skills and knowledge based on the operational requirements of the department.
4. Supporting and providing employees with appropriate learning opportunities to acquire skills or experience which would enhance employees' engagement and ability to make a positive contribution to the work of the City of Vaughan.
5. Ensuring appropriate funds are included in the annual budget to meet the learning & development needs of the department.
6. Ensuring the Application for Learning & Development Request is fully approved prior to registration, for any mutually approved learning & development requests.
7. Discussing with employee reasons for denying requests for learning & development opportunity and providing appropriate feedback and information related to alternate opportunities if any.

Human Resources Department is responsible for:

1. Assessing corporate learning needs.
2. Co-ordinating, developing, facilitating and budgeting for learning opportunities.
3. Reviewing, amending and recommending changes to the Learning & Development Policy, as necessary, to continue to meet the objectives of the City's strategic plan.
4. Measuring and monitoring the effectiveness of training, learning & development programs and adjusting accordingly.
5. Responding and providing support to departmental requests for assistance and advice in identifying learning & development opportunities and making recommendations to meet the needs of the department.

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6. Reviewing Application for Learning & Development Request to ensure that the City’s interests are safeguarded in that the learning & development opportunity relates to the Individual Learning Plan.
7. Providing career counselling to employees upon request.
8. Ensuring that proper records are established and maintained with respect to participation in learning & development opportunities.

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**PROCEDURE FOR
APPLICATION/REGISTRATION PROCESS
FOR INTERNAL & EXTERNAL TRAINING OPPORTUNITIES**

These procedures establish a consistent approach in administering the Learning & Development Policy.

Application/Registration

All employees who are interested in participating in learning & development opportunities must complete an Application for Learning & Development Request in consultation with their Manager/Director and obtain approval prior to registration.

All employees and managers/directors should be aware that certain programs, i.e. those with a cost of \$2500 or more, will require the employee to enter into an agreement to repay a pro-rated portion of the cost should he/she leave the employee of the City within 2 years of the end date of the learning and development opportunity.

Approval Process

1. If the employee has an approved Individual Learning Plan or has been identified through the Leadership Development/Succession Planning Program, the Manager/Director will determine the appropriateness of the requested learning & development opportunity as it relates to the employee's Individual Learning Plan or Leadership Development Program.
2. The Manager/Director will review the performance, attendance, disciplinary record, and other factors relating to the employee's employment history with the City of Vaughan.
3. The Manager/Director will ensure there are sufficient budget funds to cover the cost of the learning & development opportunity requested.
4. The Director will have the option to approve or deny the opportunity.
5. If the learning & development opportunity request is approved, it will be forwarded to the Commissioner for his/her approval.
6. If the learning & development opportunity is denied the Director will return the Application for Learning & Development Request to the Manager and advise the reasons for the decision.

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7. A copy of the Application for Learning & Development Request (whether approved or denied) shall be sent to the Human Resources Department for tracking and statistical purposes.
8. Registration for learning & development opportunities conducted outside of the City shall be the responsibility of the employee's manager.

Attendance

Employees who attend learning & development opportunities will be deemed to be “at work” during the hours of attendance at the program if they are held during corporate business hours, (8:30 a.m. to 4:30 p.m).

If the program ends before the end of a regular work day, it is expected that the employee will consult with their Manager about returning to work. The employee will be paid their regular rate of pay if the program ends later than expected and in accordance with the Collective Agreement.

For learning and development opportunities provided in-house, where there is a shared cost, the department will be responsible for the entire cost of the training, if a registered employee fails to attend

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APPLICATION FOR LEARNING & DEVELOPMENT REQUEST

APPLICATION: *(Completed by Employee – prior to registration)*

Program Name: _____ Program Location: _____

Cost: _____ Start Date: _____ End Date: _____

Why is this training beneficial to you and the City of Vaughan? _____

I acknowledge that I have read and understand the Learning & Development Policy and my obligations thereunder.

 Signature of Employee Date

AUTHORIZATION FOR REGISTRATION *(Completed by Management - prior to registration)*

Budget Funds available: ___ Yes Account # _____ ___ No

Program relates to Employee's Individual Learning Plan: ___ Yes ___ No

 Manager Date

 Director Date

 Commissioner Date

Original to Accounting Department

Copy to be sent to Human Resources

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