



# CITY POLICY

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**POLICY NUMBER:** A1120A

**REFERENCE:**

City Manager 1995 09 29  
City Manager 1989 09 09  
Comm. Ref. #8967 1980 07 09

**ADOPTED BY:**

City Manager

**SUPERSEDES:**

A1120  
5003

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**PREPARED BY:** Personnel Department

**DATE:** 1995 09 07

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**TITLE:** EMPLOYEE LEARNING AND DEVELOPMENT

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**Policy Statement:**

THE CITY OF EDMONTON SUPPORTS ONGOING EMPLOYEE LEARNING AND DEVELOPMENT AS AN OPPORTUNITY FOR IMPROVING THE OVERALL PERFORMANCE OF THE ORGANIZATION BY PREPARING EMPLOYEES TO MEET THE CURRENT AND FUTURE MUNICIPAL SERVICE NEEDS OF THE CITIZENS OF EDMONTON.

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**The purpose of this policy is to:**

Ensure that Employee Learning and Development opportunities which are congruent with Corporate and Departmental goals and directions as well as individual needs are provided to all employees.

Acknowledge that Employee Learning and Development needs can be met in several ways, for example:

- Formal instruction or coursework, including Educational Leave
- Coaching/Mentoring
- Position Rotation
- Secondments/Temporary Assignments
- Internships/Apprenticeships
- Committee and Project Assignments



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**PAGE:** 1 of 3

## 1. DEFINITIONS

### 1.01 Employee Learning and Development

Those activities which assist employees, through instruction or practice, in reaching a level or standard of skill, knowledge or behaviour that will result in the efficient performance of their current duties and future benefit to the organization.

Employee Learning and Development activities are approved and paid for directly by the City. However, if an employee does not successfully complete the course, or receives a failing grade, the City will not pay for subsequent enrollments in that particular course.

Individual departments may chose to partially fund those approved Employee Learning and Development activities which are employee generated.

### 1.02 Departmental Learning and Development Plan

A broad and forward looking plan, developed and updated on a regular basis by each department in consideration of its short and longer term goals and needs, and identifying the Employee Learning and Development activities necessary to achieve those goals.

### 1.03 Personal Learning and Development

Those Learning and Development activities unrelated to the work and intended to meet an individual's personal needs and goals. Personal Learning and Development activities are not paid for by the City.

### 1.04 Educational Leave

Time away from work for the purpose of receiving advanced or supplementary professional/technical education which leads to a degree, diploma or certificate.

a) Employer initiated educational leave is funded by the City but must meet the following criteria:

- the content of the educational activity is specific to the employee's present position or a position to which they are likely to be assigned or promoted.
- the education is necessary for the employee to obtain specific skills/knowledge or an educational designation required by the City.
- the specific skills/knowledge or education designation to be obtained could not be more effectively acquired in another way.

b) Employee initiated educational leave is not funded by the City and may include such creative work/leave arrangements as:



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<b>TITLE:</b>	EMPLOYEE LEARNING AND DEVELOPMENT	<b>EFFECTIVE DATE:</b>	1995 09 29

**PAGE:** 2 of 3

- job sharing/reduced hours of work
- use of earned vacation credits
- use of banked time
- self-funded leave
- leave of absence without pay for educational purposes (see Policy A1106 "Leave of Absence Without Pay")

## 2. RESPONSIBILITIES

### 2.01 City Manager:

- Approve the Employee Learning and Development Policy for the City of Edmonton.
- Review, approved and support Corporate Learning and Development initiatives, strategies and activities consistent with the City's overall Vision, Goals, Directions and Needs.
- Review and approve Departmental Learning and Development Plans consistent with the City's overall Vision, Goals, Directions and Needs.
- Annually review Departmental Learning and Development activities undertaken in relation to original plans.

### 2.02 Personnel Department

- In consultation with other City departments, develop and revise as necessary, the Employee Learning and Development Policy.
- In consultation with other City departments, identify and develop Corporate Learning and Development initiatives.
- Evaluate and report to the City Manager as required on the effectiveness of Corporate Learning and Development initiatives and strategies undertaken.
- Collect relevant information as required, to compile organization-wide statistics on Corporate Learning and Development initiatives and activities.
- Respond to departmental requests for assistance and advice in identifying Employee Learning and Development needs and recommending resources to meet those needs.
- Consult with departments to determine what services the Personnel Department may provide to assist departments in carrying out their Departmental Learning and Development Plans.



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<b>TITLE:</b>	EMPLOYEE LEARNING AND DEVELOPMENT	<b>EFFECTIVE DATE:</b>	1995 09 29

**PAGE:** 3 of 3

- g) Maintain records of Corporate Learning and Development activities undertaken.

## 2.03 Departments

- a) Participate with the Personnel Department in developing and revising when necessary, the Employee Learning and Development Policy.
- b) Develop, in consultation with employees and their supervisors, a Departmental Learning and Development Plan.
- c) Develop an annual budget to fund the Departmental Learning and Development Plan.
- d) Establish specific accountabilities and procedures consistent with the Corporate Learning and Development Strategy (see Appendix I) and this Policy, for carrying out the Departmental Learning and Development Plan, including administration and control of budgeted funds to support the Plan.
- e) Evaluate on a regular basis the effectiveness of Departmental Learning and Development activities undertaken.
- f) Maintain Departmental Learning and Development records.

## 2.04 Employees

- a) In conjunction with their supervisor, identify their Learning and Development needs for consideration in the Departmental Learning and Development Plan and budget.
- b) Obtain prior approval for those Learning and Development activities which are to be paid for by the City.
- c) Maintain the currency of those professional/technical designations required by their present position. (eg. P.Eng. or R.N.)
- d) Dedicate themselves to the Learning and Development activity undertaken, and commit to successfully completing it.
- e) Strive to gain the maximum possible benefit from all Learning and Development activities undertaken.

## 3. APPENDIX

Appendix I Corporate Learning and Development Strategy - The City of Edmonton

## THE CITY OF EDMONTON

### CORPORATE LEARNING AND DEVELOPMENT STRATEGY (formerly called Corporate Training and Development Strategy)

#### A. MISSION STATEMENT

"To ensure that learning and development for City of Edmonton employees is proactive, cost effective, and based on priority of need (including regulatory and legislative requirements)."

#### B. RATIONALE

- To ensure a consistent philosophy and approach to learning and development decisions throughout the City of Edmonton.
- To emphasize the importance and value of learning and development in the delivery of quality cost-effective services to the citizens of Edmonton.
- To ensure the best use of budgeted learning and development funds throughout the City wherever they are needed.
- To provide for the development of a number of key common skills/competencies needed within the City to ensure a flexible, adaptive workplace that is proactive and able to meet the changing needs of the citizens of Edmonton.

#### C. CORE VALUES

##### **Quality Service and Performance**

- Providing high quality, cost effective services which are responsive to citizens' needs through a focus on customers, continuous improvement and employee involvement.

##### **Shared Responsibility**

- The responsibility of ensuring that employees are prepared through learning and development to do the work of the Corporation is shared by multiple stakeholders (City, employee, unions, educational providers).

##### **Equity**

- Access to learning and development opportunities is based on priority of need.

##### **Capacity to Anticipate and Adapt to Change**

- The ability to identify and meet current and future requirements.

##### **Measurable Impact**

- Learning and development needs are identified, delivery systems are evaluated for effectiveness, learning effectiveness is measured and measurements are recorded.

**Lifelong Learning**

- The recognition that learning must be ongoing for both the City and its employees in order to remain effective, efficient and able to meet and adjust to ongoing and changing demands.

D. GUIDING PRINCIPLES

The Guiding Principles provide an overall direction for employee learning and development. All learning and development decisions will be based on the following:

- Consistency with the Mission, Basic Beliefs, Core Values, and all related Policies and Initiatives of the City of Edmonton.  
(Example - Employee Learning and Development Policy, Equal Opportunities Policy, Quality Performance Initiative).
- Recognition of the unique and diverse needs of organizational units, while accepting their interdependence within the City of Edmonton in the achievement of the overall mission.
- Use of appropriate means, timing and internal/external expertise and resources to provide learning and development so as to ensure the most effective and efficient use of funds.
- Support for the preparation of employees to perform the current and future work of the City of Edmonton.
- Support for continuity (succession) planning and career development initiatives that meet the needs of the City of Edmonton.
- Support for the emerging learning needs of employees due to changes in the City.