

Policy Number: **01**

Coverage: **MTO, Facilitators, Municipalities
& Participants**

Board Approval: 2013 / 10 / 03
 Y M D

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TRAINING AND DEVELOPMENT POLICY

Policy

It is the policy of the Municipal Training Organization (MTO) to promote a climate within the organization which recognizes the importance of training and professional development for municipalities in Nunavut.

1. *Specific Objectives*

1.1. The objectives of this policy are to:

- a. support the continued growth in skills and abilities of municipal employees so that employees are capable of initiating and utilizing the most appropriate modern practices and techniques in the conduct of municipal business;
- b. provide a consistent and equitable method of meeting the training, development, and professional needs of municipal employees in accordance with municipal requirements;
- c. ensure that Senior Administrative Officers, municipalities and municipal staff have direct input into identifying, planning, and evaluating all activities and programs of the MTO.

2.0 *Responsibilities*

2.1 The Board of Directors will:

- a. review, amend and adopt changes to the *Training and Development Policy*;
- b. provide input, review and approve Annual Business Plans, Budgets, Course Calendars and Reports;
- c. accept, evaluate and render a decision on any appeals, complaints or other concerns arising from the application of this policy to MTO training and development initiatives;

- d. meet in person or by teleconference as required, but at minimum quarterly, to review financial statements, status and/or evaluation reports, and such other business which may from time to time require the direction and/or input of the Board;
- e. encourage the active participation of SAO's and municipalities in the identification, planning, implementation and evaluation of all MTO initiatives.

2.2 The Executive Director will:

- a. develop Annual Business Plans, Budgets, Course Calendars and Reports for approval of the Board of Directors;
- b. manage the budget and MTO operations to achieve approved financial and operational goals and objectives;
- c. encourage the active participation of SAO's and municipalities in the identification, planning, implementation and evaluation of all MTO initiatives;
- d. ensure that proper procedures and records are established and kept up to date with respect to MTO operations, participants and delivery of MTO training/development initiatives;
- e. develop and implement procedures and programs to identify, plan, implement, monitor, evaluate and enhance training, education, professional development, sharing of knowledge and best practices in support of continuous performance improvement in Nunavut municipalities;
- f. recommend changes to the *Training and Development Policy*, where considered appropriate;
- g. coordinate, advise, assist and supervise MTO staff, contractors and others in the efficient and effective development and implementation of MTO initiatives;
- h. recommend and/or approve the participation of MTO staff in specific training programs or activities relevant to their professional competence;
- i. ensure that participants in MTO programs are provided with appropriate recognition.

2.3 Program Officers (MTO & CGS staff) will:

- a. provide advice on what programs and related funds are required in the budget and business plan so MTO initiatives within their respective areas of responsibility meet the goals and objectives of the organization;
- b. implement MTO programs and initiatives and ensure all activities are carried out in a fiscally responsible, effective and efficient manner;

- c. ensure appropriate participant records are maintained and all financial and accountability reporting requirements are met with authorized, accurate and adequate documentation for all programs delivered;
- d. ensure that programs provide participants with the necessary skills to meet job demands by assisting in the planning, development and evaluation of the programs of the organization;
- e. recommend appropriate changes to the *Training and Development Policy* to the Executive Director;
- f. encourage active participation of SAO's, municipalities and participants in the identification, development, delivery and evaluation of MTO programs.

2.4 Each Municipal SAO will:

- a. Identify their municipal training needs on an annual basis and provide these to the MTO using the prescribed MTO Training Needs Assessment form.
- b. initiate staff participation in MTO programs. The SAO's should make every effort to assist employees in obtaining appropriate training and professional development.
- c. provide 14 days notice to the MTO of course conflicts within the community for community-specific training (ie. facilities or equipment no longer available, lack of participants, dignitaries in the community, emergencies etc.). Costs associated with cancelling or postponing a course (contractor advances, airline change fees etc.) may be the responsibility of the municipality if adequate notice is not provided.
- d. provide 21 days notice to the MTO of course conflicts within the community for regional or territorial training so that the MTO may provide adequate notice to other community's participants. Costs associated with cancelling or postponing a course (contractor advances, airline change fees etc.) may be the responsibility of the municipality if adequate notice is not provided.
- e. provide feedback on the success and/or deficiencies in MTO training and where applicable, provide recommendations.

2.5 All participants will:

- a. make productive use of the training and development opportunities available;
- b. take personal responsibility and initiative for their professional development;
- c. follow all rules, procedures and guidelines for participation in MTO programs;

- d. complete an evaluation report on any training/development activity and present it to their facilitator and/or SAO for forwarding to the appropriate MTO Program Officer.

3.0 General Procedure

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

3.1 Municipal employees may either:

- a. be requested to participate in training courses by their employer, or
- b. request to participate in training courses with the assistance of the municipality.

3.2 **Application:** All applicants will complete the *Registration Form* (see *Appendix A*) in consultation with their SAO and/or supervisor and forward it to the appropriate Program Officer.

3.3 **Applicant Acceptance:** The MTO will make every effort to accept all applicants, however available seats may be limited due to physical/financial constraints or the need to maintain a high level of one on one contact between individual participants and facilitators. Approval shall be granted in accordance with the following criteria (in order of priority):

- Municipal employees from the community where a program is being delivered;
- Individuals from the community where a program is being delivered for whom third parties have provided funding to the MTO (third party participants);
- Municipal employees from other communities;
- Third party participants from other communities;
- Other interested individuals from within the community.

3.4 **Registration Fees:** As per the Nunavut Association of Municipal Administrator's resolution at the October 2008 AGM, municipalities have agreed to share in the costs of MTO programs and initiatives. Fees are as follows:

- a. Municipal Employees - Sixty (60) dollars per day per participant, unless modified for specific courses at the direction of the Board;
- b. Fees for third party participants will be determined as per the funding agreement with the respective funding agency;
- c. Fees for Government of Nunavut employees shall be determined by the Board of Directors based on mutual agreement with GN Departments;
- d. Employment Insurance and/or Income Support Recipients - if space permits and with the approval of the appropriate SAO, this category of participant may be accepted free of charge or per third party agreements - the intent of allowing participation of people in this category is to improve the skills of potential employees in a

community. Participants must be prepared to apply for funding through the appropriate funding agency, i.e, Kakivak, KPID and KEDC

- e. Other interested applicants One Hundred (100) dollars per day per participant.
- f. Other interested applicants are responsible for travel and accommodations, registrations, per diems, etc.

Special Programs - in the event that an unscheduled and/or unbudgeted opportunity arises for a program which meets the mandate of the MTO, a program's full costs may be divided equally between participating municipalities and paid in advance in the same manner as registration fees. SAO's of supporting municipalities will be asked to agree in writing in advance of confirming the delivery of any such program.

Registration fees will be billed to participating municipalities after each course. If registration fees are not paid a municipality may have its' membership suspended per section 4 of the MTO's By-Laws.

3.5 Code of Conduct: All participants and facilitators are required to follow the MTO Code of Conduct while taking part in programs. This code outlines expected behaviours supporting the right of each participant to receive the maximum possible benefit from their involvement in a program in a safe and professional environment and reflects the fact that most participants will be receiving financial support from their employer to attend.

- a. Failure of any participant to comply with the Code of Conduct may result in their expulsion from a program and/or an unsuccessful evaluation by the facilitator. Action taken on this basis will make a municipal employer ineligible for reimbursement of travel and accommodation costs for that participant as discussed in section 3.8.
- b. Failure of a facilitator to abide by the Code of Conduct may result in a decision by the Executive Director that the facilitator has failed to satisfy the terms of their employment agreement and/or service contract.
- c. Action taken as the result of any breach of the Code of Conduct in no way limits the right of any individual participant and/or facilitator to pursue other legal remedies that may be available to them.
- d. Any action taken by the MTO through the application of this section and the Code of Conduct may be appealed first to the Executive Director and, if unresolved, to the Board of Directors. The Board's decision is final.

3.6 Attendance: The MTO requires a minimum of 80% attendance from participants in order to receive a successful evaluation and certificate. Administration of this requirement is addressed in the Code of Conduct.

3.7 Evaluation Reports: Participants are required to complete an evaluation form report on the program attended. These reports may be submitted to their supervisor for review and then passed to the Senior Administrative Officer. Following review by the Senior Administrative Officer, all reports will be forwarded to the appropriate MTO Program Officer with a copy to the employee's personnel file.

Participants may elect to provide evaluations directly to their course facilitator for forwarding directly to the MTO.

Completion of the evaluation report is a condition of reimbursement as detailed in section 3.8.

3.8 Guidelines for Municipal Reimbursement

Municipalities are eligible for reimbursement of travel, accommodations and other costs for MTO programs per guidelines approved from time to time by the Board.

Reimbursement will only be approved where:

- a. Participants successfully meet attendance and Code of Conduct requirements (as confirmed by MTO staff);
- b. Participants have completed and submitted their program evaluation report to the MTO;
- c. The MTO has received the municipality's registration fee
- d. The municipality is in good standing with the MTO (as per the by-laws of the organization).
- e. The municipality has made every attempt to reduce costs, utilizing discount airfares and travel codes as negotiated by the MTO, and sending participants to courses within their region.

If the participant meets attendance and Code of Conduct requirements, the municipality invoices the MTO for eligible travel, accommodations and per diem excluding GST and administration fees.

Guidelines

The following are guidelines for reimbursing municipalities that send participants on MTO sponsored courses.

Travel to and from Course Location

Municipalities book and pay for travel

Municipalities book and pay for any accommodations required **to or from** the course location.

Municipalities pay any per diems (current GN rate) for participants while traveling **to or from** the course location.

Municipalities should make every effort to send staff to courses offered in their own community. When a course is not available in the home community, students should be encouraged to take training in the nearest location i.e. within the region. Where a student wishes to travel for training outside their region, despite the course being offered in the region and in the near future, municipalities will cover all travel and accommodation costs.

On Location

If group accommodations have **not** been booked by the MTO, the municipality books and pays for accommodations and per diems on location.

If group accommodations **have** been booked by the MTO, but meals are not included, municipalities pay participants the per diem for each day on location.

If group accommodations have been booked and include meals, **NO** per diems need to be paid to the participants while on location.

If the participant does not want to stay in group accommodations, the MTO will reimburse a **maximum of \$75** per day on provision of a receipt. The municipality must cover the difference.

3.9 MTO Training and Development Principles: MTO training and development initiatives will be based on the following principles:

- a. Learning is an active process; the learner must be engaged and “doing something” as opposed to passively accepting information.
- b. People learn to learn as they learn; if we learn a chronology of dates we are simultaneously learning the meaning of a chronology which makes us better able to give meaning to other information in a similar pattern.
- c. The crucial action of constructing meaning is mental; it happens in the mind. Hands-on activity is necessary but it is not sufficient. We need to provide activities which engage the mind as well as the hands.
- d. Learning involves language. The language we use influences learning.
- e. Learning is a social activity; our learning is intimately associated with our connection with other human beings, our teachers, our peers, our family.
- f. Learning is contextual. We don’t learn isolated facts and theories in some abstract separate from the rest of our lives; we learn in relationship to what else we know.
- g. One needs knowledge to learn. It is not possible to assimilate new knowledge without having some structure developed from previous knowledge to build on.
- h. It takes time to learn. Learning is not instantaneous. For significant learning we need to revisit ideas, ponder them, try them out and use them.
- i. Motivation is a key component of learning. Motivation is essential for learning - unless we know the reasons why, we may not be very involved in using the knowledge.

The MTO recognizes that culture, language and personal experience are critical to successful training and professional development initiatives. These factors will be taken into account in all aspects of MTO operations and program delivery.

