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***Staff Training And Development - N.w.t.
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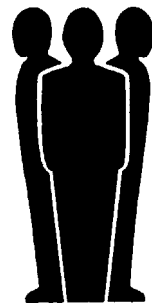
STAFF TRAINING AND DEVELOPMENT - **N.W.T.**
HOUSING CORPORATION

Sector: Human Resources

12-64

Training/Development Programs

Human Resources Division



STAFF TRAINING AND DEVELOPMENT



Northwest Territories Housing Corporation

STAFF TRAINING AND DEVELOPMENT

Including: **Policy
Directive
Procedures
Supervisor's Guide**

**POLICY: STAFF TRAINING
AND DEVELOPMENT**

N.W.T. HOUSING CORPORATION POLICY: STAFF TRAINING AND DEVELOPMENT

The Northwest Territories Housing Corporation recognizes that its employees are an important resource. The Corporation is committed to encouraging and supporting the development of this resource. The Corporation believes that staff training and development are the most reasonable and appropriate means of encouraging and supporting the development of its employees.

The Corporation is committed to encouraging staff training and development and will support such initiatives for the following purposes:

1. **Orientation Training:** Training to provide information to an employee about new job requirements or a new work environment as outlined in the N.W.T. Housing Corporation's Employee Orientation Program.
2. **Training for Present Position:** Training to provide an employee with skills, abilities and/or knowledge to do his/her present job.
3. **Career Development or Advancement:** Training to prepare an employee for a new position or advancement and which is related to his/her succession/career plan. This training support will ensure that qualified personnel are available to meet identified future human resource requirements.
4. **Specific Corporate Training:** Training to enhance or refresh an employee's job skills; to prepare an employee for new responsibilities or procedures; to ensure that an employee is aware of safety and/or occupational health and standards in the workplace; or to prepare an employee to handle changes brought about by new technology, Corporate direction or management processes.
5. **Other:**
 - a) **Retraining:** Retraining of an employee whose job skills have become obsolete due to new technologies.
 - b) **Employee Assistance:** Training which is not necessarily job related but which affects job performance (i.e. training to deal with social problems, training to deal with cross cultural concerns).

The Northwest Territories Housing Corporation will support and subsidize those staff training and development initiatives which are undertaken in consideration of, or are integrated with: long term Corporate goals, human resource requirements, career plans and performance review and planning processes. All staff training and development activities will be planned, costed, monitored and evaluated.

Effective implementation of staff training and development will benefit the Northwest Territories Housing Corporation by:

- ensuring that competent, appropriately skilled and knowledgeable employees are available to deliver quality housing programs and services to residents of the N. W. T.;
- . providing opportunities for Corporate employees to develop their potential;
- . enhancing career and performance management systems within the Corporation;
- improving employee morale and motivation; and
- . improving the Corporation's ability to plan for future human resource and organizational needs.

N.W.T. HOUSING CORPORATION DIRECTIVE: STAFF TRAINING AND DEVELOPMENT

SCOPE

The Staff Training and Development Policy applies to all employees of the Northwest Territories Housing Corporation.

DEFINITIONS

Academic Year:

An academic year equals two (2) full program semesters completed in succession or **completed** within a 12 month period.

Career Assignment:

A process involving special training activities and/or selected job placement designed to develop knowledge and skills as identified in the employee's career plan.

Career Management:

A process which has as its goal the development of the 'Corporate employee'. The process involves establishing individual career goals and pursuing activities which will achieve them. Also referred to as **CAREER PLANNING**.

Educational Leave:

Assisted or unassisted leave granted to pursue full time post-secondary studies for a period of not less than one academic year at a **college**, technical institute or recognized Canadian university. Educational leave may also include: a) upgrading to attain post-secondary level and b) short term leave of up to six (6) months subject to the approval of the President. Short term leave without pay to take advanced or supplementary professional or technical training of less than one (1) academic year may be granted to employees upon approval of the President.

Employee Performance:

The measurement or evaluation of an employee's goals, objectives and work plan accomplishments as **mutually** agreed to and as derived from job responsibilities.

Human Resource Forecasting:

The analysis of employee turnover, recruitment, **mobility**, number, type and, the multitude of other personnel variables for the purpose of identifying manpower/human resource needs.

Job Responsibilities:

Those major and minor duties described in the approved job description for a particular position.

Performance Planning:

The process by which a supervisor and employee jointly prepare and agree on, work plans and objectives for the upcoming period.

Performance Review:

A comprehensive, ongoing process which measures the accomplishment of individual and organizational goals, objectives and work plans.

Staff Training:

A learning activity that, in response to clearly identified organizational needs, contributes to an employee's acquisition of knowledge and skills, to do his/her present job efficiently and effectively, or to prepare him/her for future responsibilities. Also referred to as **STAFF TRAINING AND DEVELOPMENT**.

Succession Planning:

A process by which the Public Service including the N.W.T. Housing Corporation ensures that trained and qualified staff are available to fill key positions required by the organization.

PROVISIONS -

1. Authority and Accountability

a) Executive Council

Sets priorities and approves policies and objectives which will guide the implementation of staff training and development within the Public Service including the N.W.T. Housing Corporation.

Approves recommendations for Educational Leave.

b) Minister Responsible for the N.W.T. Housing Corporation

Responsible for recommending policies, objectives and priorities for staff training and development within the Public Service including the N.W.T. Housing Corporation, to the Executive Council.

c) Minister of Personnel

Responsible for providing technical and consultative programs and services to enhance the implementation of staff training and development throughout the Public Service including the N.W.T. Housing Corporation.

d) Minister of Education

Responsible for providing staff training and development programs and support services to enable the implementation of needs identified by the N.W.T. Housing Corporation.

Recommends candidates for educational leave and career assignments, to the Executive Council.

e) President

Responsible for recommending to the Minister, policies and procedures for staff training and development.

f) Director of Human Resources Division

Responsible for ensuring that staff training and development within the Northwest Territories Housing Corporation is pursued and adhered to, in a comprehensive and professional manner consistent with this directive.

Responsible for approving staff training and development initiatives within the Northwest Territories Housing Corporation and ensuring these initiatives are implemented in accordance with current and approved Corporate goals and objectives; longer term succession/career development plans; and performance management processes.

Responsible for:

- *developing and administering appropriate staff training and development standards;
- *designing staff training and development plans in accordance with job development, career and succession plans;
- *developing annual staff training and development plans;
- *establishing administrative procedures and systems for staff training and development;
- *accessing training and development services/programs; and
- *monitoring and evaluating training and development initiatives.

g) Supervisors

Responsible for planning, implementing and evaluating staff training and development for all subordinate employees.

Responsible for:

i) Planning by

- *identifying job training requirements and promoting training to improve performance;
- *promoting training and development in accordance with Corporate human resource plans and employee career and succession plans;
- *defining the results expected from training or development; and
- *preparing annual training and development plans for all subordinate employees.

ii) Implementation by

- *preparing employees for training or developmental activities;
- *providing administrative support for the delivery of staff training and development

plans; and

*providing orientation and on-the-job training.

iii) Evaluation by

*assessing the results of training and development activities on improved job performance, enhanced career opportunities and improved Corporate performance; and

*making recommendations to improve staff training and development activities.

h) Employees

Responsible for:

*identifying training and development needs;

***participating** in training and development activities;

*acquiring skills and knowledge from training and development opportunities made available;

*applying acquired skills and knowledge to the benefit of the Corporation; and

*reporting on training and development activities in which they have participated.

The ultimate responsibility for career planning rests with the employee.

2. Staff Training and Development

All staff training and development initiatives will be designed to meet: current and future needs of the Corporation; improve individual performance; and/or contribute to employee career goals. All staff training and development activities will be planned, implemented and evaluated in a systematic manner. All such initiatives will be integrated with the "Employee Orientation Program", the "Performance Review and Planning System", Corporate human resource plans, Corporate organizational plans, career and succession plans. Staff training and development initiatives will be implemented using the following programs and services:

*N. W. T.H. C. and G. N.W.T. in-Sewice courses

*External programs and courses

*Educational leave

***Tuition reimbursement**

***on-the-job training**

***Developmental assignments**

***Apprenticeship training programs.**

Staff Training and Development within the N.W.T. Housing Corporation is comprised of seven (7) components. The components of Staff Training and development will be implemented in the following sequence.

INTRODUCTION

Staff training and development will be introduced to all new/transferred Corporate employees. **Staff** training and development will be introduced with the N.W.T. Housing Corporation's Employee Orientation Program and the Corporation's Performance Review and Planning System.

STEP 1: Introduction to Staff Training and Development

Timeframe: Between day 5-10 of an employee's tenure with the N.W.T. Housing Corporation.

Responsibility: Supervisor/Employee

PLANNING

Staff training and development planning activities will be implemented with the N.W.T. Housing Corporation's policy and procedures for Performance Review and Planning.

STEP 2: Identification of training and development goals and objectives mutually acceptable and agreed to by the supervisor and the employee.

Timeframe: At the time of the annual Performance Review and, prior to March 31st.

Responsibility: Supervisor/Employee

STEP 3. Preparation of individual job development and career plans.

Timeframe: By June 31st or three months after the annual Performance Review

Responsibility: Human Resources Division/Supervisor/Employee

The Corporation is ultimately responsible for the preparation of job development " plans. The ultimate responsibility for the development of career plans rests with the employee.

IMPLEMENTATION

Staff training and development activities will be implemented on an ongoing basis.

STEP 4. Implementation of staff training and development activities by placing and/or supporting employees in:

- a) N.W.T.H.C. and G. N.W.T. In-service Courses
- b) External programs and courses
- c) Educational Leave
- d) Tuition Reimbursement
- e) On-the-Job Training
- f) Developmental Assignments
- g) Apprenticeship Training

Timeframe: Ongoing

Responsibility: Human Resources Division/Supervisor/Employee

STEP 5. Monitoring of Staff Training and Development

Timeframe: Ongoing

Responsibility: Human Resources Division

EVALUATION

Evaluation of staff training and development will be implemented regularly by the supervisor and, annually by the Human Resources Division.

STEP 6. Evaluating the results of training and development activities on the employee's on-the-job performance, the achievement of the employee's career objectives; and the achievement of Corporate objectives.

Timeframe: Ongoing

Responsibility: Supervisor/Employee

STEP 7. Evaluating the results of training and development activities on the employee's on-the-job performance, the achievement of the employee's career objectives; and the achievement of Corporate objectives.

Timeframe: Annually

Responsibility: Human Resources Division

**PROCEDURES: STAFF TRAINING
AND DEVELOPMENT**

N.W.T. HOUSING CORPORATION PROCEDURES: STAFF TRAINING AND DEVELOPMENT

STAFF TRAINING AND DEVELOPMENT are LEARNING ACTIVITIES which ensure that the Corporation's current and future human resource requirements are met. These activities enable employees to acquire both knowledge and skills to more efficiently and effectively perform their jobs. Staff training and development also helps to prepare employees for future responsibilities.

The Corporation recognizes that **STAFF TRAINING AND DEVELOPMENT** activities can be pursued in a variety of ways. For example, employees may participate in an on-the-job training program, enroll in an educational institution within or outside of the N. W. T., study at home, attend specialized learning events such as workshops, take on a special job assignment or, pursue a combination of all or some of these. In all cases, the Corporation will ensure that the learning environment chosen is suitable to the needs of the employee and those of the Corporation.

THE N.W.T. HOUSING CORPORATION SUPPORTS STAFF TRAINING AND DEVELOPMENT FOR TWO REASONS:

- 1) To improve on-the-job performance; and
- 2) To assist qualified employees in their career development.

STAFF TRAINING AND DEVELOPMENT ACTIVITIES WHICH CONTRIBUTE to improving on-the-job performance or assisting career development will be supported. Examples of staff training and development activities which do contribute to these two goals are:

- 1) Providing information to an employee about new job requirements or a new work environment
- 2) Providing an employee with skills, abilities and/or knowledge to do his/her present job.
- 3) Preparing an employee for a *new* position or advancement.
- 4) Enhancing or refreshing an employee's job skills.
- 5) Preparing an employee for new responsibilities or procedures.
- 6) Ensuring that an employee is aware of safety and/or occupational health and standards in the workplace.
- 7) Preparing an employee to handle changes brought about by new technology, Corporate direction or management processes.
- 8) Retraining an employee whose job skills have become obsolete due to new technologies.
- 9) Providing employees with skills and knowledge to cope with problems which may affect their job performance (ie. training to deal with social problems, training to deal with cross cultural concerns).

PLANNING AND IMPLEMENTING STAFF TRAINING AND DEVELOPMENT ACTIVITIES INVOLVES THE EMPLOYEE, THE SUPERVISOR **AND THE HUMAN RESOURCES** DIVISION. Learning activities are identified by the supervisor, the employee and the Human Resources Division through consideration of:

- 1) the skills and knowledge demanded by the job/position;
- 2) the needs and aspirations of the employee; and
- 3) the long and short term needs of the Corporation.

STAFF TRAINING AND DEVELOPMENT MUST BE INTEGRATED WITH OTHER CORPORATE PLANS AND PROCESSES. Supervisors and employees cannot reasonably plan the pursuit of learning activities to meet specific job, employee or Corporate needs and objectives until:

- 1) Corporate goals are examined;
- 2) human resource plans for the Corporation are reviewed;
- 3) career or succession plans for the employee are discussed; and
- 4) performance review and planning activities have identified a need for Staff Training and Development activities.

REMEMBER THAT ALL STAFF TRAINING AND DEVELOPMENT ACTIVITIES ORIGINATE WITH THE PERFORMANCE REVIEW AND PLANNING PROCESS. THOSE TRAINING AND DEVELOPMENT NEEDS IDENTIFIED OUTSIDE OF THIS PROCESS MAY NOT BE SUPPORTED BY THE CORPORATION.

The N.W.T. Housing Corporation makes a substantial investment in Staff Training and Development activities. Therefore, all learning activities will be carefully planned, costed, monitored and evaluated. Professionally planned and implemented Staff Training and Development initiatives will ensure that:

- . skills and knowledge are in place to enable high quality job performance and effective, **efficient** delivery of client services;
- . Corporate employees are provided with the opportunity to develop their potential; and
- . **career** and performance planning systems enhance employee and organizational development.

A Supervisor's Guide has been prepared to ensure understanding and the professional implementation of the Staff Training and Development Policy.

The N.W.T. Housing Corporation's Staff Training and Development Policy is made up of seven (7) components and will be implemented in the following sequence.

INTRODUCTION

An introduction to staff training and development will be provided to all new/transferred Corporate employees. Introductory activities will be carried out with the N.W.T. Housing Corporation's Employee Orientation Program and the Corporation's Performance Review and Planning System.

STEP 1: Introduction to the Staff Training and Development Policy

Timeframe: Between day 5-10 of an employee's tenure with the N.W.T. Housing Corporation.

Responsibility: Supervisor/Employee

Procedure:

In face to face (one to one) discussions, the supervisor will introduce the employee to the Corporation's Staff Training and Development Policy. Upon completion, the employee will understand:

- *the purpose/goals of the Staff Training and Development Policy;
- *learning objectives and activities which will be supported by the N.W.T. Housing Corporation;
- *how each phase of the Staff Training and Development Policy will be implemented;
- *when each phase of the Staff Training and Development Policy will be implemented;
- and
- *the roles and responsibilities of the employee, the supervisor and the Human Resources Division in implementing each phase of the Staff Training and Development Policy.

PLANNING

Planning staff training and development activities will occur in conjunction with the N.W.T. Housing Corporation's Policy for Performance Review and Planning.

STEP 2: Identification of training and development goals and objectives.

Timeframe: At the time of the annual Performance Review and by March 31st of each year.

Responsibility: Supervisor/Employee.

Procedure:

In face to face (one to one) discussions, Step 2 will establish goals to improve on-the-job performance and goals to assist employees in their career development. Step 2 will also establish training and development objectives which relate to these overall job and career goals. The supervisor and employee will also identify those learning activities which will achieve stated goals and objectives.

Job/career goals and objectives established will be MUTUALLY ACCEPTABLE AND AGREED to by both the supervisor and the employee.

STEP 3: Preparation of individual job development and career plans

Timeframe: By June 31st, at the time of the employee's quarterly performance review.

Responsibility: Human Resources Division/Supervisor/Employee

Procedure:

Step 3 will result in the preparation of a job development plan. The preparation of the job development plan is the ultimate responsibility of the Corporation. It is expected that a career development plan should also be prepared at this time. The development of a career plan is optional, depending on the interest and the initiative of the employee. The responsibility for the preparation of the career plan rests with the employee.

The plan(s) will be prepared for a minimum of one year and a maximum of five years. Both the job development plan and the career development plan will detail those goals and objectives mutually agreed to by the supervisor and the employee. Appropriate training and development activities will also be identified, and will include timeframe, source of training and development and, the cost of training and development activities. Finally, job development and career plans will outline expected knowledge and/or skills to be acquired through each training and development activity and how these activities will: a) improve on-the-job performance or b) assist the employee in his/her career development.

Each job development and career plan must be approved by the Human Resources Division, the supervisor and the employee.

IMPLEMENTATION

The implementation of staff training and development activities will be ongoing as required.

STEP 4: Implementation of staff training and development activities by placing and/or supporting employees in:

- a) N. W.T.H.C. and G. N.W.T. In-service Courses
- b) External programs and courses
- c) Educational Leave
- d) Tuition Reimbursement
- e) On-the-Job Training
- f) Developmental Assignments
- g) Apprenticeship Training

Timeframe: Ongoing as outlined in the job development and career plan.

Responsibility: Human Resources Division/Supervisor/Employee

Procedure:

Step 4 will seek to implement learning activities identified in job development and career plans. **These** plans will provide the Human Resources Division with the direction **necessary** to access and monitor programs/courses/learning activities. The Human Resources Division will implement job development and career plans by accessing programs/courses/learning activities in the following manner.

a) N.W.T.H.C. and G. N.W.T. In-Service Courses

N. W. T.H.C. and G. N.W.T. courses are learning activities set up to meet the particular needs of the public service including the N.W.T. Housing Corporation. These courses often do not exceed 3-5 days. The Human Resources Division will refer to the employee's job development and career plans and consult with the supervisor regarding the appropriateness of the N. W.T.H.C. in-service or in-house course to the employee's needs. The supervisor will discuss placement in the N. W. T.H. C. course with the employee and request the employee to prepare a letter outlining his/her expectations of the proposed course. Following consultations and receipt of the employee's letter detailing his/her learning expectations, the Human Resources Division will register the employee in the appropriate in-house course.

In the case of G. N.W.T. in-service courses, the Human Resources Division will refer to the current Staff Development and Training Calendar and the employee's job development and career plans, matching identified needs with scheduled G. N.W.T. courses. The Human Resources Division will consult with the employee's supervisor " to ascertain direction on the appropriateness of particular courses to the employee's needs, The supervisor will discuss placement in a G. N.W.T. course with the employee and request the employee to prepare a letter outlining his/her expectations of the proposed course. Human Resources will then prepare a Registration for Staff Training form. The Registration for Staff Training will be signed by the Director of Human Resources and forwarded to the G. N.W.T. Dept. of Education. A copy of the employee's job development or career plan will be attached. Subject to approval, the Human Resources Division will register the employee in the course.

b) External Programs and Courses

External programs and courses are often sought to meet specialized learning objectives which cannot be met through **in-service** training courses. These programs and courses are offered by educational institutions, industry and/or specific human resource development agencies.

The Human Resources Division will match the requirements identified in the employee's job development or career plan with program/course information provided by the institution/agency. Human Resources will consult with the employee's supervisor on the appropriateness of the course. The supervisor will discuss the external program with the employee and request him/her to prepare a letter outlining his/her learning expectations. Human Resources will prepare a Registration for Staff Training forth= signature of the Director of Human Resources. A copy of the employee's job development or career plan will be attached. Subject to approval, the Human Resources Division will register the employee in the course.

c) Educational Leave

Assisted and unassisted educational leave may be granted to pursue full time post-secondary studies at a college, technical institute or recognized Canadian university. Educational leave may also be granted to attain a post-secondary level.

Educational leave may be granted to persons who have 3 years of continuous employment with the Corporation and have a history of satisfactory performance.

The employee will make application for leave explaining in detail, courses being sought and length of courses. Intent to seek educational leave will have been made in the employee's career or job development plan. The employee's application will then be forwarded through the supervisor and the Human Resources Division to the Dept. of Education. The employee will be interviewed prior to leave being recommended to the Executive Council.

Educational leave will be granted year by year with re-application made annually for leave extending beyond one academic year. Proof of acceptance and a course outline must be submitted to Human Resources prior to proceeding with educational leave.

Human Resources is responsible for guaranteeing a position of a similar level within the Corporation or a G. N.W.T. Department upon the employee's return from educational leave. Human Resources will also be responsible for allocating regular work assignments in the Corporation between academic years.

d) Tuition Reimbursement

An employee may pursue university or correspondence courses on his/her own time. If such courses contribute to the improvement of his/her on-the-job performance and/or the development of his/her career potential and, have been approved by the Human Resources Division prior to commencement of the program/course, the employee may have the tuition costs of these programs/ courses reimbursed.

Prior to granting reimbursement, the Human Resources Division will refer to the employee's job development and career plan to determine the appropriateness of the course to the employee's training and development needs. Subject to advisement by the employee and/or the supervisor, the Human Resources Division will then prepare a Request for Tuition Reimbursement. The Request will be forwarded to the Director of Human Resources Division for approval. **Upon approval**, the employee will be notified accordingly.

e) On-the-Job Training

Supervisors may **provide** on-the-job training to subordinate **employees** who have been hired in a 'trainee' **capacity**. Training **of** this nature may be **complemented** by a variety of in-service, external and/or other types of staff training and development activities.

In consultation with the supervisor, the Human Resources Division will prepare a detailed training plan for the training position. The training plan will identify needs, learning objectives, training and development activities, the training schedule and on-the-job application of learning. The Human Resources Division will submit the training plan together with a Registration for Staff Training, signed by the Director of

the Human Resources Division to the G. N.W.T. Dept. of Education. Upon approval, the Human Resources Division will recruit and hire a trainee.

f) **Developmental Assignments**

Employees of the N.W.T. Housing Corporation may develop skills and/or knowledge through specialized training activities and/or selected placement in developmental assignments. This type of staff training and development activity is pursued in cases where in-service, external or on-the-job training are inappropriate to the type of skills or knowledge required.

In consultation with the supervisor and the employee, the Human Resources Division will prepare a training plan for the development assignment. The training plan will identify needs, learning objectives, training and development activities, the training schedule and on-the-job/career development application of learning. The Human Resources Division will submit the employee's career or job development plan, the training plan for the developmental assignment, and a Registration for Staff Training, signed by the Director of the Human Resources Division, to the G. N.W.T. Dept. of Education. The Human Resources Division will also submit the employee's career or job development plan and the training plan for the developmental assignment to the agency offering the specialized training or assuming responsibility for the developmental assignment.

Upon approval by both the G. N.W.T. and the sponsoring agency, the Human Resources Division will notify the employee and request the preparation of a letter outlining his/her learning expectations.

g) **Apprenticeship Training**

Apprenticeship training is a systematic program of on-the-job and related classroom training designed to produce a fully qualified tradesperson at the Journeyman level.

In consultation with the **supervisor** and, through liaison with the Apprentices and Tradesmen's Qualification Board and the G. N.W.T. Dept. of Education, the Human Resources Division will prepare a training plan for the apprentice position. The training plan will identify needs, learning objectives, training and development activities, the training schedule and on-the-job application of learning. The Human Resources Division will submit the training plan together with a Registration for Staff Training, signed by the Director of the Human Resources Division to the G. N.W.T. Dept. of Education and the Apprentices and Tradesmen's Qualification **Board**:

Upon approval from both the Dept. of Education and the Apprentices and Tradesmen's Qualification Board, the N. W.T.H.C. will recruit and hire an apprentice.

STEP 5: Monitoring of Staff Training and Development Activities

Timeframe: An ongoing function while **the** employee is involved in any type of staff training and development activity.

Responsibility: Human Resources Division

Procedure:

The Human Resources Division will monitor all staff training and development activities by maintaining regular and consistent written and/or verbal communications with the training agency, the employee and the supervisor.

EVALUATION

Evaluation of staff training and development activities will be conducted in conjunction with the Performance Review and Planning System. Evaluation activities will be conducted on a regular basis by the supervisor and annually by the Human Resources Division.

STEP 6: Evaluation of training and development activities on the employee's performance, career objectives and, Corporate objectives.

Timeframe: Within three months of the completion of each training and development activity and in conjunction with quarterly performance reviews.

Responsibility: Supervisor/Employee

Procedure:

In face to face (one to one) discussions with the employee, the supervisor will evaluate the effectiveness of training and development activities on the employee's on-the-job performance or his/her career potential. This discussion will provide the basis for analyzing how well the learning activity met stated goals, objectives and skill/knowledge expectations outlined in the employee's job development or career plans and the employee's letters detailing his/her learning expectations.

As a result of these discussions, the supervisor and the employee will be required to complete an assessment of previous learning activities. The format for this assessment will be agreed to by both the supervisor and the employee.

STEP 7: Evaluation of training and development initiatives on the employee's performance, career objectives and, Corporate objectives.

Timeframe: Annually

Responsibility: Human Resources Division

Procedure:

The Human Resources Division will evaluate the effectiveness of training and development activities on the employee's on-the-job performance and/or his/her career potential by analyzing how well the learning activity met stated goals, objectives and skill/knowledge expectations outlined in the employee's job development or career plan.

**SUPERVISOR'S GUIDE: STAFF
TRAINING AND DEVELOPMENT**

**SUPERVISORS' GUIDE:
STAFF TRAINING AND
DEVELOPMENT**

N.W.T. HOUSING CORPORATION SUPERVISOR'S GUIDE: STAFF TRAINING AND DEVELOPMENT

WHAT ARE STAFF TRAINING AND DEVELOPMENT?

Staff Training and Development are learning activities which enable Corporate employees to acquire new skills and knowledge. New skills and knowledge enable employees to perform their present jobs more effectively and efficiently. New skills and knowledge also enable employees to prepare for future job responsibilities. In broad terms, Staff Training and Development are learning activities pursued to improve on-the-job performance or to assist qualified employees in their career development. More specifically, Staff Training and Development are:

1. Training to provide information to an employee about new job requirements or a new work environment as outlined in the N.W.T. Housing Corporation's Employee Orientation Program and also known as **ORIENTATION TRAINING**.
2. Training to provide an employee with skills, abilities and/or knowledge to do his/her present job and also known as **TRAINING FOR PRESENT POSITION**.
3. Training to prepare an employee for a new position or advancement which is related to his/her succession/career plan and also known as **CAREER DEVELOPMENT AND ADVANCEMENT**.
4. Training to enhance or refresh an employee's job skills; to prepare an employee for new responsibilities or procedures; to ensure that an employee is aware of safety and/or occupational health and standards in the workplace; or to prepare an employee to handle changes brought about by new technology, Corporate direction or management processes and also known as **SPECIFIC CORPORATE TRAINING**.
5. Retraining of an employee whose job skills have become obsolete due to new technologies. Also, training which is not necessarily job related but which affects job performance (ie. training to deal with social problems, training to deal with cross cultural concerns).

WHY STAFF TRAINING AND DEVELOPMENT?

The N.W.T. Housing Corporation is committed to Staff Training and Development. Staff Training and Development ensures that the Northwest Territories Housing Corporation has competent, appropriately skilled and knowledgeable employees available to deliver quality housing programs and **services** to residents of the N. W.T. Staff Training and Development improves the effectiveness of career and performance management and planning systems within the Corporation. Staff Training and Development also allows ample opportunity for employees to develop their professional potential.

SKILLED AND KNOWLEDGEABLE STAFF, EFFECTIVE MANAGEMENT AND PLANNING SYSTEMS, AND CAREER DEVELOPMENT OPPORTUNITIES CONTRIBUTE TO A POSITIVE WORKING ENVIRONMENT AND GOOD EMPLOYEE MORALE.

WHEN TO IMPLEMENT STAFF TRAINING AND DEVELOPMENT?

Staff Training and Development is an ongoing process. It is part of the Corporation's quarterly and annual planning cycle and, a daily management function.

Staff Training and Development is part of the Performance Review and Planning System. That is, much of the planning, monitoring and evaluation of training and development occurs in annual and quarterly performance reviews. In fact, any Staff Training and Development activities which are not identified at the time of performance reviews may not be supported by the Corporation.

Staff Training and Development activities are planned and are documented in a job development or career development plan for a one to five year period. Therefore, the supervisor, the employee and the Human Resources Division should always know when to implement a training and development activity and what to expect from it.

Staff Training and Development activities can be expensive in terms of time away from work, travel and course costs. As such, all staff training and development activities must be carefully identified, planned, implemented and evaluated.

WHO IMPLEMENTS STAFF TRAINING AND DEVELOPMENT?

The **responsibility** for Staff Training and Development is shared among the employee, the supervisor and the Human Resources Division.

SUPERVISORS must promote Staff Training and Development within the context of job performance, Corporate human resource plans and employee career plans.

EMPLOYEES must assume primary responsibility for developing their career plan and for actively participating in training and development activities.

The HUMAN RESOURCES DIVISION must facilitate staff training and development by providing professional personnel development services.

IMPLEMENTING STAFF TRAINING AND DEVELOPMENT - SOME TIPS

- . Staff Training and Development is a tool to meet specific on-the-job **performance** and career goals. It should never be used as or viewed as a reward.
- . Staff Training and Development should never create false expectations. Make sure all plans and Staff Training and Development activities are realistic and can be achieved. **Always** follow-up.

- Staff Training and Development alone cannot solve broader personnel or organizational problems. It should never be viewed as a wonder cure.
- . Remember there are two reasons for promoting and pursuing Staff Training and Development: 1) to improve on-the-job performance and, 2) to assist **qualified employees** in their career development.
- . It is important that both the supervisor and the employee distinguish between training and development needed to improve present performance and, training and development to prepare a person for another job.
- . When planning training and development activities to improve on-the-job performance, the **supervisor** and employee must consider: "What results are required?", "What are the performance gaps?", "Do the employee and supervisor share the same expectations?", "Can performance be improved with training or is another solution more appropriate?", "Specifically, what duties are not getting done/done **well?**", "What skills/knowledge are missing?" and, "What is the best method of **acquiring** missing skills/knowledge?"
- When planning training and development activities to prepare an individual for another job, the **supervisor** and employee should consider: "How past performance has been?", "What is the employee's career/succession plan?", "Do training and development goals/objectives and activities match the career plan?", "Does the employee have the ability to succeed in the career?", and "What are the job prospects in the selected career?"
- . When planning training and development activities, try to get the best value for time and money spent. Look at past evaluations of programs/courses. Make sure programs/courses are appropriate to **your** employees. Remember the success of different training and development methods varies with each individual. A self-learning, situation can be just as effective as a structured course.
- while career planning is ultimately a responsibility of the employee, supervisors should be able to help. Remember that younger/new **employees** are often not interested in career planning. Let these employees know the benefits of planning for the future and the role the Corporation can play.

This **Supervisor's Guide** has been prepared to enable you to professionally implement Staff Training and **Development**. The **G.N.W.T. Staff Development and Training Calendar** is attached as a reference.

INTRODUCTION

Staff training and development will be introduced to all new/transferred Corporate employees. Staff training and development will be introduced with the **N.W.T.** Housing Corporation's Employee Orientation Program and the Corporation's Performance Review and Planning System.

STEP 1: Introduction to the Staff Training and Development Policy

Step 1 will introduce the employee to the Corporation's Staff Training and Development Policy. This will be done between day 5-10 of an employee joining the N.W.T. Housing Corporation. Upon completion the employee will understand:

- *the purpose/goals of the Staff Training and Development Policy;
- *learning objectives and activities which will be supported by the N.W.T. Housing Corporation;
- *how each phase of the Staff Training and Development Policy will be implemented;
- *when each phase of the Staff Training and Development Policy will be implemented; and
- *the roles and responsibilities of the employee, the supervisor and the Human Resources Division in implementing each phase of the Staff Training and Development Policy.

Procedure:

1. Prepare a package of written materials which explains the Staff Training and Development Policy. This package should include:

- completed examples of the Performance Review and Planning Report highlighting the Training and Development Section;
- completed examples of the appropriate Performance Review and Skills Profile, Training and Development Plan, samples of letters outlining employee learning expectations and suggested formats for assessing the effectiveness of learning activities;
- a copy of the N. W.T.H.C.'s Staff Training and Development policy, directive and procedures; and
- information on and examples of career plans and individual job development plans.

2. Provide this information to the employee. Within three (3) days, discuss the "information package with the employee. Allow time for employee questions at this time or for the day immediately following.

PLANNING

Staff training and development planning activities will be implemented with the N.W.T. Housing Corporation's Policy for Performance Review and Planning.

STEP 2: Identification of training and development goals and objectives

Step 2 will establish:

- goals to improve on-the-job performance and, to assist employees in their career development;
- training and development objectives related to overall job and career goals; and
- those learning activities which may be appropriate to job and career goals and objectives.

Step 2 will occur at the time of the annual performance review and by March 31st of each year.

Procedure:

1. In order to identify training and development goals and objectives, both the supervisor and the employee must be prepared. The **supervisor** should ask the employee to review his/her job description and work plan for the period and, **to think about strengths and weaknesses in his/her skills and knowledge and, professional development objectives** for the future. If the employee has a job development and/or a career plan, ask the employee to review these. Do likewise.

Ensure that the employee has copies of the Performance Review and Planning Report, the appropriate Performance Review-Skills Profile, the Training and Development Plan to refer to.

The **supervisor** should also ensure that the employee has a copy of the **G. N.W.T. Staff Training and Development Calendar** as well as any other specific information available on training programs. You may wish to consult with the Human Resources Division to ensure that you have the most current information available on training and development programs which may be of interest to your staff.

2. Structure questions which relate specifically to: 1) the employee's job performance and 2) to his/her career development. These are separate matters and should remain that way.

When preparing questions on present job performance consider: "What is not getting done now?", "Are performance expectations understood?", "Is there a gap in performance?", "IS the person in the position appropriately placed?", "IS the gap in performance a placement problem, a management problem, or a training and development **problem?**", "**What** skills or knowledge would fill the gap in **performance?**", "What is the best method for the employee to acquire new skills or knowledge?"

When **preparing** questions on **career** development consider: "How past performance has **been?**", "Is there a need for the Corporation to provide more **career** development support?", "Is the employee conscientious about following and updating his/her career plan?", "Do the training and development priorities of the employee match the chosen career?", "**What** are the job prospects in the selected field?"

3. In face to face (one to one) discussions, the supervisor and the employee will discuss:

- job** responsibilities described in the approved job description for the position and the skills and knowledge demanded by the job/position;
- work goals and objectives for the upcoming period as described in the workplan and the skills **and knowledge required to achieve these;**
- human resource** needs within the Corporation in the long and short term; and
- job development and career aspirations of the employee.

4. After the review of employee and Corporate **skill** and knowledge requirements, the supervisor and the employee will establish goals and objectives which will guide the acquisition of skills and knowledge to improve on-the-job performance over the upcoming year. These goals and objectives may be identified for up to five years if considered appropriate by both the employee and the supervisor. Similarly, the supervisor and the employee may establish goals and objectives which will assist the employee to develop his/her career potential.

Make sure the goals and objectives established are realistic and attainable. Unrealistic goals/objectives will cause false expectations and disappointment. Job and career goals and objectives identified will be **MUTUALLY ACCEPTABLE AND AGREED TO** by both the supervisor and the employee.

5. Finally, the supervisor and the employee will discuss those training and development activities which should be pursued to accomplish the goals and **objectives** for improving on-the-job performance and, enhancing the employee's career development potential. The supervisor should make the employee aware of any in-house training that will be occurring over the coming year to address new directions and technologies within the Corporation. Workshops in computer hardware/software, community development workshops and, training for Corporate affirmative action employee trainers are examples of the kind of Corporate training which may occur.

The **supervisor** and the employee will discuss training and development methods (ie. one-to-one, on-the-job, self-learning, structured or classroom setting, workshop/seminar) as well as different types of courses/programs available.

6. **The** supervisor will record goals and objectives and preferred training and development activities on the Performance Review and Planning **Report**, the Performance Review-Skills Profile and the Training and Development Plan. These notes will **serve** as a reference to both the **supervisor** and the employee in the preparation of job development and career development plans.

STEP 3: Preparation of job development and/or career plans

Step **3** will result in the preparation of a job development plan for the employee for a minimum of one year and a maximum of **five** years. Step 3 may also result in the employee preparing a career development plan for him/herself. When completed, the job development plan and the career development plan will detail:

- those goals and objectives mutually agreed to by the **supervisor** and the employee;
- appropriate training and development activities;
- the timeframe for training and development;
- source of training and development;
- the cost of training and development activities;
- expected knowledge and/or skills to be acquired through each training and development activity; and
- how these activities will: a) improve on-the-job performance or b) assist the employee in his/her career development.

Step 3 will be completed by June 31st and coincide with the employee's quarterly performance review.

The preparation of the job development plan is the ultimate responsibility of the Corporation while the preparation of the career plan ultimately rests with the employee.

Procedure:

The Performance Review and Planning Report, the Performance Review-Skills Profile and the Training and Development Plan will guide the preparation of both the job development plan and the career development plan.

1. Based on **supervisor/employee** discussions, the supervisor will prepare a draft job development plan designed to improve on-the- job performance. The draft plan will list:

- those goals and objectives mutually agreed to by the supervisor and the employee;
- appropriate training and development activities;
- preferred timeframe for training and development;
- expected knowledge and/or skills to be acquired through each training and development activity; and
- how these activities will improve on-the-job performance.

2. Based on supervisor/employee discussions, the employee may prepare his/her draft career development plan listing:

- those goals and objectives mutually agreed to by the **supervisor** and the employee;
- appropriate training and development activities;
- the timeframe for training and development;
- expected knowledge and/or skills to be acquired through each training and development activity; and
- how these activities will assist in his/her career development.

3. In face to face (one to one) discussions, the **supervisor** and the employee will review and revise draft job development and career plans. Following the review and revision, both plans will **be** submitted to the Human Resources Division for input and approval.

4. **The** Human Resources Division will review each of the job development and career development **plans** to ensure that objectives and activities are: in line with Corporate **needs** and objectives; appropriate to-the Staff Training and Development Policy; and meet the job performance and career development needs expressed in Performance Review and Planning processes.

The Human Resources Division will record all training and development activities required: a) to improve on-the-job performance and 2) to assist the employee in his/her career development. The Human Resources Division will also add information to both the job development and the career development plans on the source of

training and development programs/course; and
-the cost of training and development activities.

5. The job development and the career development plans will be returned to the supervisor and the employee for final approval.

Each job development and career plan must be approved by the Human Resources Division, the supervisor and the employee.

IMPLEMENTATION

Staff training and development activities will be implemented on an ongoing basis.

STEP 4: Implementation of staff training and development activities by placing and/or supporting the employee in training and development activities.

Step 4 will result in the implementation of the job development plan and career plan. These plans will provide the Human Resources Division with the direction necessary to access programs/courses/learning activities for the employee. The Human Resources Division will implement these plans by accessing programs/courses/learning activities on an ongoing basis and in the following manner.

Procedure:

In all cases, the approved job development plan and if available, the career development plan will guide the implementation of staff training and development activities. Activities which are not identified in either of these plans may not be supported by the Corporation and likely will not be implemented.

N.W.T.H.C. AND G.N.W.T. IN-SERVICE COURSES

1. The Human Resources Division will contact the **supervisor** prior to registering the **employee** in the **appropriate** in-house course to ensure that the timing of the learning activity does not **conflict** with other job related matters.

2. **The** supervisor will discuss placement in a **N.W.T.H.C.** course with the employee and ask the employee to prepare a letter outlining his/her learning expectations and forward this directly to the Human Resources Division.

3. Human Resources will register the employee in the course and notify the employee and **supervisor** accordingly.

In-house courses will be provided **subject** to demand and **availability** of training resources.

4. In the case of G. N.W.T. In-service courses, the Human Resources Division will refer to the Staff Development and Training Calendar and check with the Dept. of Education to verify the timing and availability of specific in-service courses.

5. The Human Resources Division will contact the **supervisor** prior to registering the employee in the appropriate G. N.W.T. course to ensure that the timing of the learning activity does not conflict with other job related matters.

6. The **supervisor** will discuss placement in a G. N.W.T. course with the employee and ask the employee to prepare a letter outlining his/her learning expectations and **forward** this directly to the Human Resources Division.

7. Human Resources will then prepare a Requisition for Staff Training. The Requisition for Staff Training will be signed by the Director of Human Resources and forwarded to the G. N.W.T. Dept. of Education. A copy of the employee's job development and/or career plan will be attached.

8. Human Resources will register the employee in the course and notify the employee and **supervisor** accordingly.

EXTERNAL PROGRAMS AND COURSES

1. The Human Resources Division will match program/course information provided by the institution/agency with **the** learning activities identified in the employee's job development or career plan.

2. The Human Resources Division will consult with the employee's supervisor to ensure that the learning activity does not conflict with other on-the-job activities.

3. The supervisor will discuss placement in an external course/program with the employee and ask the employee to prepare a letter outlining his/her learning expectations and forward this directly to the Human Resources Division.

4. Subject to approval, Human Resources will notify the **supervisor** and employee accordingly and proceed with arrangement to have the employee attend the program/course.

External programs and courses meet specific learning requirements which cannot be met through **in-service training courses**. Such programs and courses may vary in duration.

EDUCATIONAL LEAVE

Assisted and unassisted educational leave may be granted to pursue full time post-secondary studies at a college, technical institute or recognized Canadian university. Educational leave may also be granted to attain a post-secondary level.

Supervisors should remember that only employees with a demonstrated record of **satisfactory** performance and at least three (3) years of continuous service with the Corporation will be considered for educational leave.

1. The employee's interest in seeking educational leave will have been identified in his/her job development or career development plan.
2. The employee will make application for educational leave, The application will give full details on courses being sought and the length of courses. The employee will also identify in a letter, his/her learning expectations and how educational leave will improve on-the-job performance or career development potential.
3. **The** employee's application is **forwarded** through the supervisor and the Human Resources Division to the Dept. of Education. The Human Resources Division will submit applications for educational leave to the Dept. of Education between January 1-February 15 and between September 1 and Sept. 30 of each year.
4. As a condition of requesting educational leave, Human Resources must guarantee a position of a similar level within the Corporation or a G. N.W.T. Department upon the employee's return from educational leave. Human Resources will also be responsible for allocating regular work assignments in the Corporation between academic years. The employee is responsible for agreeing to (by signing) and abiding by the terms and conditions of the Leave of Absence Agreement.
5. The Director of Human Resources and a representative from the Dept. of Education will interview the employee prior to leave being recommended to the Executive Council. The employee must submit proof of acceptance and a course outline to Human Resources **prior** to proceeding with educational leave.

Educational leave will be granted on a one year basis. A program of studies that requires a longer term will be resubmitted annually between January 1st and February 15th.

TUITION REIMBURSEMENT

1. The employee will advise the supervisor and the Human Resources Division in writing, of his/her intent to pursue an university or correspondence course on his/her own time, the relationship of this course to his/her job or career plan and a requirement to be reimbursed for the course upon completion of it. The employee will also prepare a letter outlining his/her learning expectations and forward this directly to the Human Resources Division.
2. Given that the course has been identified in the employee's job development or career plan, the Human Resources Division will prepare a Request for Tuition Reimbursement for the signature of the Director of Human Resources Division
3. Upon approval of reimbursement, the Human Resources Division will notify the employee accordingly.

ON-THE-JOB TRAINING

1. The Human Resources Division will assist managers in identifying positions within the Corporation which may have trainees assigned to them. These positions will be approved by the Dept. of Education,
2. Human Resources in conjunction with managers will prepare a training plan for the training positions identified. The training plan will identify needs, learning objectives, training and development activities, the training schedule and on-the-job application of learning.

The training plan is much more specific than the job development plan or the career development plan. The training plan sets out the curriculum for training and development, **identifying** what, when, and how training and development will be done daily, weekly and monthly. The training plan **identifies** skill and knowledge acquisition expectations at the **completion** of each learning event. It identifies what must be monitored daily/weekly/monthly and what is to be evaluated.

Training plans for on-the-job training positions can combine a number of training and development activities. On-the-job training plans should also identify those complementary training and development activities which occur (**ie.** classroom, workshop and institutional training).

3. The Human Resources Division will submit the training plan(s) together with a **Request for Person Years - in-Service Training Program** signed by the Director of the Human Resources Division, to the G. N.W.T. Dept. of Education.
4. **Upon approval**, the Human Resources Division will recruit and hire a trainee for the **approved training** position.

DEVELOPMENTAL ASSIGNMENTS

1. The Human Resources Division will **prepare** a training plan for the development **assignment/specialized learning activity**. The plan will **be developed** in consultation with the supervisor and the employee. The training plan will identify needs, learning objectives, training and development activities, the training schedule and on-the-job/career development application of learning.

The training plan is much more specific than the job development plan or the career development plan. The training plan sets out the curriculum for training and development, identifying what, when, and how training and development will be done daily, weekly and monthly. The training plan identifies skill and knowledge acquisition expectations at the completion of each learning event. It identifies what must be monitored and what is to be evaluated.

2. The Human Resources Division will submit the employee's career or job development plan, the training plan for the developmental assignment, and a **Requisition for Staff Training**, signed by the Director of the Human Resources Division

to the G. N.W.T. Dept. of Education. The Human Resources Division will also submit the employee's career or job development plan and the training plan for the developmental assignment to the agency offering the specialized training or assuming responsibility for the developmental assignment.

3. Upon approval by both the Dept. of Education and the agency providing specialized training/development assignment, the Human Resources Division will notify the supervisor and the employee accordingly. The employee will be required to prepare a letter outlining his/her learning expectations prior to proceeding with the assignment.

Human Resources will be responsible for addressing all logistical requirements in order for the employee to proceed with this training and development opportunity.

APPRENTICESHIP TRAINING

Apprenticeship training is a systematic program of on-the-job and related classroom training designed to produce a fully qualified tradesperson at the Journeyman level.

1. In consultation with the supervisor and, through liaison with the Apprentices and Tradesmen's Qualification Board and the G. N.W.T. Dept. of Education, the Human Resources Division will prepare a training plan for the apprenticeship position.

The training plan will identify needs, learning objectives, training and development activities, the training schedule and on-the-job application of learning.

2. The Human Resources Division will submit the training plan together with a Request for Training, signed by the Director of the Human Resources Division to the G. N.W.T. Dept. of Education and the Apprentices and Tradesmen's Qualification Board.

3. Upon approval, the Human Resources Division will recruit and hire an apprentice" for the approved training position.

STEP 5: Monitoring of Staff Training and Development Activities

The Human Resources **Division** will monitor **all** staff training and development activities. Monitoring staff training and development is an ongoing function while the employee is involved in any type of staff training and development activity.

Procedure:

1. The Human Resources Division will maintain regular and consistent communications with the training agency, the **supervisor** and the employee involved in learning activities, for the duration of the training and development.

While the nature of monitoring activities may vary depending on the duration of the training and development activity, they should address:

- problems the employee may encounter while **participating** in training and development **activities**;
- training and development content and process matters; and
- training and development goals and objectives.

EVALUATION

Evaluation of staff training and development activities will occur on a regular basis by the supervisor and annually by the Human Resources Division.

STEP 6: Evaluating the results of training and development activities on the employee's on-the-job performance, career objectives and, Corporate objectives. -

Quarterly performance reviews will provide the opportunity for the supervisor and employee to evaluate the effectiveness of training and development activities which have occurred in the past work **quarter**.

Procedure:

1. The **supervisor** and the employee will review stated goals, objectives and skill/knowledge expectations outlined in the employee's job development or career plan and letters expressing learning expectations. This review will provide the basis for analyzing how well the learning activity met these requirements.
2. Both the supervisor and the **employee** will document their evaluation of the training and development activity by **completing** an assessment of these activities. Both the supervisor and the employee must agree on and input into this assessment. This assessment will be submitted to the Human Resources Division.

STEP 7: Evaluating the results of training and development activities on the employee's on-the-job performance, career objectives and, Corporate objectives.

The Human Resources **Division** will evaluate on an annual basis the effectiveness of training and development activities on the employee's on-the-job performance and/or his/her career potential by analyzing how well the learning activity met stated goals, objectives and skill/knowledge expectations as outlined in the employee's job development and career plan.

Procedure:

1. Following the completion of annual performance reviews, the Division will undertake a thorough-evaluation of training and development activities undertaken for the past

year. The evaluation will assess the effectiveness of training and development activities on the job and career goals/objectives of each employee.

2. From this evaluation, the Human Resources Division will prepare recommendations for changes in training and development activities, recommendations for Corporate human resource planning **efforts**, recommendations for specific Corporate training programs, and so on.

3. The Human Resources will provide the assessment to the supervisor and the employee for their comment.