

TRAINING AND DEVELOPMENT

Effective Date: April 22, 2002

Originating Office: Human Resources

Supersedes /Amends: n/a

Policy Number: HR-26

SCOPE

This policy applies to all employees of the University unless specific provisions of a Collective Labour Agreement or Protocol apply.

POLICY

1. The University values its employees. To develop to their full potential, employees are encouraged to actively seek and pursue opportunities to upgrade their knowledge, skills and abilities so that they advance in their careers. Reasonable efforts are made to accommodate each employee's desire for development and acquisitions of competencies within funding, scheduling and other limitations.
2. Supervisors, lead workers or experienced personnel provide coaching, counselling and on-the-job training. Other training opportunities are offered within the University as the need arises. Employees may also request or be asked to attend job related conferences, workshops, seminars or credit and non-credit courses offered by various educational institutions or other organizations. "Job related" training programs are intended to help employees improve current job performance. The acquisition of new competencies is aligned with the University's strategic objectives.
3. Employees and their supervisors may also identify "career-related" training and educational opportunities. These are intended to enhance career development or growth within an employee's field.
4. The University recognizes the benefits to be gained from providing employees with the opportunity to increase their professional competencies and to further their education, particularly as they enhance the quality of working and learning within the University. Professional development activities are deemed to be a part of the fulfillment of the duties of an employee.
5. The University, through its Employee Development Program, contributes to these development objectives. Furthermore, through the Performance Evaluation Program, it

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- guides the employees towards the achievement of University goals as well as enabling them to satisfy their own objectives of performance and career development.
6. The University supports training and development by assuming the cost of participation in activities identified at the time of hire, during the Performance Evaluation process, at the time of a promotion or transfer, when new work methods or equipment are implemented or further to a request from the employee or management.
 7. The University reimburses tuition fees paid to an external recognized University if the employee successfully completes the course.
 8. If the course taken is a credit course given at Concordia University, the provisions of policy *Tuition Benefits* ([HR-19](#)) apply. These provisions also apply for a credit course taken at a university other than Concordia University as provided for in the Quebec Interuniversity Exchange agreement provided proper authorization has been obtained from the student's academic department.
 9. If the course or the training/development activity is not a credit course, including a course taken at the Concordia Centre for Continuing Education, the employee must assume payment and claim reimbursement at the successful conclusion of the activity or course.
 10. If the training involves participation in a seminar or conference, the University submits payment directly and the employee may claim personal expenses upon his return according to policy *Travel and other Allowable Expenses* ([CFO-3](#)).
 11. No overtime payment is approved for attending courses, seminars or any training activity.
 12. No reimbursement is issued for courses not successfully completed.
 13. Reimbursement applies only to registration for conferences and seminars and tuition fees. Other charges, such as Diploma Fees, Private or Practical Instruction Fees and any other special fees and/or penalties are not eligible for reimbursement.

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14. To be eligible for reimbursement, an employee must remain employed by the University for the duration of the course or training activity.

PROCEDURE

15. Allocation and Approval
 - a. At the beginning of the fiscal year, the University allocates a percentage of its budget to professional development. This budget is administered by the Employment and Employee Development Unit in Human Resources.
 - b. The University Professional Development Consultative Committee will advise the Director, Employment and Employee Development on the development of a professional development program for University employees; this Committee will be composed of employee and management representatives.
 - c. The employee must obtain approval from his immediate supervisor prior to registration if courses are to be taken during normal working hours. The employee must also make arrangements in advance to work compensating hours for any time off required to attend courses during normal working hours.
 - d. Compensatory hours are not required when an employee is required by the University to attend a course or training.

Reimbursement

16. Upon successful completion of the course, the application for reimbursement must be validated by the Department Head and the reimbursement processed. Human Resources must be notified in order to update the employee's file.

Relevant Documentation

17. The following Human Resources policies/procedures should be consulted for more information on the subject of Training and Development:
 - a. Leave without pay

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- b. Study leave
- c. Tuition benefits
- d. Deferred salary leave plan