



UNIVERSITY OF TORONTO

University of Toronto
Governing Council

Training and Career Development Policy

October 10, 1995

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Training and Career Development Policy

Policy

The investment that the University makes in partnership with staff members in their continuing career development allows it to achieve maximum flexibility in meeting its current and future skills requirements. Therefore, the University is committed to creating and fostering an environment that facilitates and enhances the skills training and career development of its staff. Staff will be provided with opportunities and time away from the job so that they may maintain and develop their skills, adapt to changing workplace needs and fulfil their employment potential within the University. Career development of staff is a primary means for the achievement of the University's employment equity goals and objectives.

Definition

For purposes of this policy "training and career development" includes formal training, work experiences, job networking or formal courses of study to update and enhance the skills/knowledge necessary to make a continuing contribution to the work of the University, in current and future roles.

Responsibilities

Senior Administrators

Create and foster an environment that facilitates and enhances the skills training and career development of staff by:

- Considering staff development initiatives in annually reviewing performance of division/department heads.
- Providing resources for staff training and development to ensure that skill levels of administrative staff are strong, broad and well-suited to the pursuit of the University's objectives.

Department/Division Heads

Create and foster an environment that facilitates and enhances the skills training and career development of staff by:

- In their annual plans, in consultation with staff, identifying as clearly and realistically as possible their staffing requirements, as well as needs for staff training and development initiatives, based on agreed upon objectives.
- Assessing supervisors in their annual performance reviews on their efforts to develop their staff and, where appropriate, providing opportunities for development of supervisory skills.

Supervisors

Create and foster an environment that facilitates and enhances the skills training and career development of staff by:

- Discussing with staff development needs in relation to the work of the unit.
- Providing opportunities for the discussion of individual goals on at least an annual basis and for the development of a mutually agreed on plan for training and career development.
- Recognizing developmental achievements during the year.
- Based on the operational requirements of the unit, providing job-specific training to enable staff members to acquire skills and knowledge necessary to the work of the unit based on identified needs, for example by participating in training seminars, job network meetings and temporary assignments.

- To the extent that operational requirements allow, providing staff members with appropriate opportunities to acquire skills or experience which would enhance the staff member's ability to make a continuing contribution to the work of the University, for example by participating in training seminars, job network meetings and secondments.

Supervisory approval for time away from the job for purposes of training and career development will be based on the following criteria and shall not be unreasonably denied:

- operational requirements of the work unit in relation to duration and timing of the development activity
- benefit of the development activity to the work of the University
- benefit of the development activity to the achievement of the staff member's career goals within the University.

Staff Members

Take the primary responsibility for managing their own careers by:

- Examining current skills and identifying areas for further development.
- Seeking opportunities for ongoing skills enhancement.
- Taking advantage of relevant training.
- Keeping skills and knowledge up to date to meet changing workplace needs.
- Contributing to the department/division's annual planning process.

Human Resources

Provide support to administrators and staff in carrying out their career development responsibilities by:

- Administering and reporting on central funding support for staff training and development.
- Conducting training needs assessments and developing programs in consultation with the University community.
- Supporting individual career development through the provision of counselling, workshops and publication of career information.
- Posting job vacancies which represent career opportunities for staff in accordance with Staffing policy.
- Providing information and consultation to managers on implementing staff planning and career development processes within their departments/divisions.
- Providing training in management and supervisory skills.

Programs and Resources

- Educational Assistance
- Secondments
- University Training Courses
- Professional Development
- Job Sharing
- Job Shadowing
- Cross-Training

- Career Counselling
- Lateral Transfers
- Intern/Extern programs
- Apprenticeship programs
- Resume Writing and Interview Skills workshops
- Career Catalogue
- Annual Education Fairs

The University is committed to a Career Development Program that may include but is not restricted to the above components.

(signed)

Michael G. Finlayson

Vice-President, Administration and Human Resources

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