



**Town of Fort Smith**  
Appendix 3: Human Resources Plan



# ***TOWN OF FORT SMITH***

## **HUMAN RESOURCES PLAN**

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Prepared: March 2010



**Town of Fort Smith**  
Appendix 3: Human Resources Plan

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## Town of Fort Smith

### Appendix 3: Human Resources Plan

## 1. Introduction

This Human Resources (HR) Plan is a component of the Town's **Integrated Community Sustainability Plan (ICSP)**. FSC Architects & Engineers was contracted to assist with the ICSP process and provided the following sections of the HR Plan based on information gleaned from an initial project meeting on October 2009, and a subsequent assessment of needs in January to March 2010. These sections contains policies, recommendations and guidelines as described below to assist with effectively managing critical HR needs for the Town of Fort Smith.

However, we must point out that that we are in the early stages of preparing a comprehensive HR Plan and were not able to complete all of the necessary work before the deadline of March 31, 2010 for submission of the ICSP Plan. Arising out of the strategic plan component of the ICSP, we are looking at how best the Town could better carry out its business to meet present and future requirements. Arising out of a re-organization of the Council committee structure, we are now looking into a new organizational structure for the Town departments in order to better align our human resources to match up with current work demands. We have therefore started an **Organizational Review** process through which the various departments have identified work tasks and personnel requirements; these are now being compared and evaluated in order to identify efficiencies that may be gained by staff realignment. This process is not expected to be completed until April, 2010.

To assist with this and to deal with inequities that have arisen in the existing pay structure over time, we have contracted for a **Job Evaluation and Classification Study** to be carried out by the Hay Group in conjunction with FSC that, unfortunately given consultant availability, will not be started until March 25, 2010 and should be completed in April, 2010. Once a clear understanding is gained of the nature and requirements of the existing jobs, a grade structure will be designed and finally a salary range will be designed using an appropriate comparator group.

It is also necessary that **Job Descriptions** be developed and agreed upon with staff to match up with new positions that have developed over time and the changing/expansion of duties that has taken place and not been reflected properly in filed documentation. This work will be carried out in conjunction with the Organizational Review and Job Evaluation and Classification Study in order to ensure that there will be a proper fit between staff and the new structure.

We have also committed to a full review of the Town's personnel bylaws and policies to ensure that are in agreement with each other, compliant with relevant legislation and appropriate for the results from the Organizational Review process and Job Evaluation and Classification Study. If necessary, new policies will be developed in order to ensure that our personnel practices are up to date and appropriate for the organizational situation.



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The HR Plan, Part I – ***Policy Development*** provides policies developed to establish rules surrounding issues of confidentiality. In recognizing the different rules and authorities, policies have been developed for the *Town Council and Mayor*, and a separate policy for the *Employees and Supervisors*.

The HR Plan, Part II – ***Skill Development & Training*** includes *toolkits* encapsulating valuable roadmaps to help develop employees in different streams are provided. The toolkit includes; an *Employee Development Plan* (form), which serves as a method of improving performance and developing employee’s skills for the job. An Employee Action Plan recognizes and enables the manager and employee to effectively document and address problematic performance issues early on. As well, several considerations for training and training approaches are identified in this component.

The strategies suggested within the HR Plan include training components for existing Supervisors and training components for their staff, as well as formulating working groups or committees to monitor the success of the programs. The supporting information presented within each toolkit includes recommendations that will only improve communications between supervisors and employees, and begin discussions on strategies to enhance the longevity and performance of employees and leaders.



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## 2. Policy Development

### 2.1 Introduction

When an organization establishes policies, they are conveying a set of rules for all those employed within the organization. Once policies have been communicated, employees will know the standard set of rules that are being endorsed. Alternatively, organizations without implemented policies tend to deal with issues on an ad-hoc basis and inconsistently. Typically, those issues resurface and management may not know or forget how the issue was dealt with in the past.

Organizational policies help to ensure:

- a) Employees are aware of the rules.
- b) Employees are treated consistently and fairly.
- c) Legal responsibility for the employee and employer.
- d) Supervisors have a mechanism to refer to company policy when in doubt.
- e) There is a reduction of wrongful dismissal and/or human rights complaints.

By endorsing and communicating policies, we are ensuring our rights and the rights of our employees in the workplace are being respected through the understanding and formal acknowledgement of organizational rules. Ultimately, effective policy creation is critical to ensuring the effective governance of any organization.



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## 2.2 Confidentiality Policy Understanding/Development

Confidentiality imparts the protection of private, and other personal identifying information. When information is accorded a confidential status that status mandates specific controls, including strict limitations on access and disclosure, so that unauthorized persons cannot access it. These controls must be adhered to by those handling the information. Confidentiality is designed to assure that information will be used responsibly. Confidentiality is also an integral part of many professional codes of ethics that regulate the disclosure of information obtained in the course of professional interactions.

In short, confidentiality is: *not disclosing, divulging, providing or disseminating matters to others that are private or personal in nature, without clear authorization.*

Individuals functioning at any level in an organization will undoubtedly have access to private information or they will become aware of personal information about others during the course of their employment. Regardless of the position held, all are obligated under common-law expectations of confidentiality.

It is easy to blur the distinction between confidential information and public knowledge. However, anyone employed or who operates within an organization owes their employer an obligation of good faith, meaning that they are prohibited from using or disclosing confidential information to any third party.<sup>1</sup> When someone is discussing private matters to another person, they are depending on mutual trust that the information will not be communicated with anyone else or in the presence of others. Breach of confidentiality may not only become a legal problem, but it will ultimately result in a breach of trust.

This tool kit includes recommendations and guidelines for the *Town of Fort Smith* to adopt as a formal Confidentiality Policy and Confidentiality Training Program.

The *Confidentiality Training Program* is developed for use during New Employee/Town Council Orientations and training all current employees and Town Council Members.

### 2.2.1 Considerations for a Confidentiality Policy

Typically, most organizations use 'Confidentiality Agreements' that tend to be all encompassing for the masses employed by the organization, regardless of their level of authority or job responsibility. The blanket style agreement tends to mystify many within an organization because ambiguity exists around *who* may indeed be qualified to access certain information, and *who* may not. Agreements tend to be in paragraph form, void of headings, and ultimately difficult to read.

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<sup>1</sup> Ultimate HR Manual – Western Edition, CCH Canadian Limited, 2008



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As an alternative, *policies* have the added benefit of identifying and clarifying the application of the rule(s):

1. Policy Intent
2. Who it affects
3. Definitions
4. How the policy was developed
5. Rules – Policy statements
6. Punitive measures
7. How the policy will be communicated
8. How changes will occur
9. Official approval of the policy (Town Council)
10. Receipt/acknowledgement of the policy

Together, each component can be closely tailored to the specific group that the policy affects. As a result, the policy is in alignment with the person or group by having direct and measurable implications through policy enforcement.

Therefore, effective *Confidentiality Policies* should be designed with consideration to various groups who have different levels of authority.

Two groups can be identified within the *Town of Fort Smith*:

- 1) Employees, Managers, Contractors, and Volunteers, and
- 2) Town Council and the Mayor.



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Each group will become privy to various levels of information, which is indicative of their role and nature of work within the organization. Clearly, confidentiality rules established for one group may not directly apply to the other group. Therefore, applicable policies should be designed to incorporate standards that affect each specific group.

- Appendix A: ***Example Employee/Manager Confidentiality Policy***
- Appendix B: ***Example Town Council/Mayor Confidentiality Policy***

#### 2.2.2 Develop a Confidentiality & Compliance Committee

(Via: Time Off for Union Business, Article 12, section 12.05 and 12.06, pg. 10-11)<sup>2</sup>  
Establish a committee of four individuals: involving a Town Councillor, the Senior Administrative Officer, a union representative and an employee. The committee would be tasked to hearing if and where matters of confidentiality have been breached, and determining the course of action for the person affected. The committee should also be responsible for ensuring that the *Confidentiality Policy* is communicated to all new and existing employees, managers, and Town Councillors.

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<sup>2</sup> Collective Agreement between the Public Service Alliance of Canada and the Town of Fort Smith, Effective October 1, 2008.



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**2.3 Strategy Implementation – Confidentiality Policy**

Strategy	Task	Outcome
<p><b>2.2.1 Considerations for a Confidentiality Policy</b></p>	<p>The SAO and Town Council should review each <b>Example Confidentiality Policy</b> (specific to each group) to ensure that it covers all elements that are critical to dealing with matters of confidentiality within the <i>Town of Fort Smith</i>.</p> <p>Whenever adopting a company policy, careful attention should be paid to the responsibility and reality of enforcing the policy. A policy is ineffective and not practical, if it is not being enforced at all times.</p>	<p>Agreement in establishing a <i>Confidentiality Policy</i> will ensure that there is less ambiguity and more clarity on the meaning of confidentiality and the punitive measures should there be a breach of the policy.</p> <p>Those affected by the policy will be less inclined to breach the policy when they are aware of the rules.</p>
<p><b>2.2.2 Develop a Confidentiality &amp; Compliance Committee</b></p>	<p>Establish a committee consisting of the SAO, a Town Councillor, a union representative, and an employee to hear if and where matters of confidentiality have been breached. The committee would be tasked to ensure that the policy has been communicated to all existing employees, management, Town Councillors, and Mayor.</p>	<p>The committee would review cases and present an impartial decision regarding any breaches of confidentiality.</p> <p>A function of the Confidentiality &amp; Compliance Committee is to select the most appropriate disciplinary action for the individual(s) upon agreement that the policy has been breached.</p> <p>Reviewing and assessing matters confidentiality breaches will communicate that the Town of Fort Smith considers confidentiality to be extremely important facet within the organization.</p>



# Appendix A: Example Employee/Manager Confidentiality Policy

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## **Confidentiality Policy: Employees and Managers**

### **Policy Intent**

The *Town of Fort Smith* is committed to conducting business in an open and ethical manner. We accomplish this by creating a workplace built on the strength of trust, accountability, and integrity in all our business practices. It is the responsibility of all individuals identified in this policy to strictly adhere to the Confidentiality Policy by using tact, common sense, and an appreciation of privacy.

It is understood that the individuals effected by this policy within/for the *Town of Fort Smith* will become aware of confidential information regarding other employees, managers, council members, the Mayor, the public, and business matters through the course of employment or term. All agree that if confidential information is not effectively protected, the operations and reputation of the *Town of Fort Smith* may be threatened, and the well-being and privacy of individuals affected by this policy, and the public at large may suffer irreparably.

This policy shall:

1. Establish that all roles and positions held by individuals within the *Town of Fort Smith* are expected to ensure an ethical workplace, and obligations for confidentiality,
2. Outline standards and expectations, and
3. Outline punitive measures for violations.

### **Who it Effects**

This policy affects all Supervisors, Managers, Directors, Senior Administrative Officer, Full-time and Part-time Employees, Contract Workers, and Volunteers.

### **Definitions**

**Confidentiality** is not disclosing, divulging, providing or disseminating matters to others that are private or personal in nature, without clear authorization.



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**Human Rights Act**<sup>3</sup> prohibits discrimination on the basis of:

- race, colour, ancestry, place of origin, ethnic origin, nationality
- sex, sexual orientation, gender identity
- family or marital status, family affiliation
- social condition
- religion, creed
- political belief or association
- pardoned criminal conviction
- disability
- age

**In Camera** or **Private Meetings** guarantee that confidential employees/managers personnel information is kept confidential and only intended for use by the Senior Administrative Officer.

**Information** may include discussions, documents, electronic data or knowledge. This information may not be known by, or available to the public at large. Information may be classified as confidential if its improper use could harm individuals, organizations, elected individuals, and/or give an unfair advantage to someone. Examples of *confidential* information may include:

- Matters relating to customers/clients/suppliers/contractors/vendors
- Customer/Client Lists
- Technical trade secrets
- Product development
- Pricing methods
- Quality management methods
- Operation rules
- Commercial network
- Supply chain information
- Human resource planning
- Product technical design
- Town data dictionaries
- Town financial information, status and statements, and investment plans;
- Object codes and source codes to Town software
- Any information, or documentation labelled "Confidential" by the Town, or listed as such by separate memorandum, or e-mail that informs of confidential status;
- Matters that are subject of investigation by the Town of Fort Smith
- Any information pertaining to the *Town of Fort Smith's* customers, clients, and contractors; and
- Information licensed by the *Town of Fort Smith* to customers under a confidentiality restriction;

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<sup>3</sup> Human Rights Act, S.N.W.T.2002, c.18. Source:  
<http://www.nwthumanrights.ca/publications/Documents/NWTHumanRightsAct-NEW2009.pdf>



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**Official Spokesperson** is the Mayor or is designated by the Mayor for the *Town of Fort Smith* to publicize matters relating to the Council and the *Town of Fort Smith*. Where the Mayor, as the official spokesperson is unavailable, the Deputy Mayor or Senior Administrative Officer may fill the spokesperson role.

## Development

This policy was developed in collaboration with the Senior Administrative Officer, Town Council Members, and the Mayor, at the *Town of Fort Smith*.

## Policy

1. Every person employed, appointed or retained who conducts or carries out business for the *Town of Fort Smith*, shall preserve secrecy about all information that comes to his or her knowledge in the course of his or her duties.
2. Every person employed, appointed or retained shall not communicate any information deemed or understood to be private to any third party not employed by the *Town of Fort Smith* at any time, unless the individual communicating the information or the *Town of Fort Smith* official provides written or verbal authorization to divulge the information.
3. Employees that are neither official spokespersons nor permanently and/or temporary designated spokespersons cannot, under any circumstances (including on a “no-names” or “off the record” basis), respond to inquiries from the investment community, the media or securities regulators unless specifically asked to do so by an official spokesperson.
4. Reasonable efforts will be made to limit access to confidential information to only those who need to know the information and those persons will be advised that the information is to be kept confidential until it has been publicly disclosed by a *Town of Fort Smith* spokesperson.
5. Confidential Information shall not be used for any purpose other than its reasonable use in the normal performance of employment duties for the *Town of Fort Smith*.
6. Any person shall not make improper use of information acquired while in their position by either gaining directly or indirectly a financial advantage for themselves or for another person of interest.
7. No person should access information unless they do so as part of their official duties.
8. All persons shall not make use or share information with others that is protected under the NWT *Human Rights Act*.
9. Information provided *In camera* or *Private Meetings* will be used at the discretion of the Senior Administrative Officer to carry out actions related to employee/personnel matters and will be deemed strictly confidential.
10. Information is deemed confidential if regarding the appointment, dismissal, discipline or appraisal of individual employees and the individuals affected by this policy.
11. Information is deemed confidential if it relates to all or any financial matters for the *Town of Fort Smith*.
12. Information is deemed confidential if regarding any legal proceedings for the *Town of Fort Smith*.
13. Information is deemed confidential if regarding the trade secrets of any person or body.
14. Information designated as confidential by the Senior Administrative Officer may have the confidential designation removed only by resolution of the Council.
15. This Confidentiality Policy will not supersede any legal obligation to disseminate information when required to do so in the court of law.



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**Punitive Measures**

All Supervisors, Managers, Directors, Senior Administrative Officers, Full-time and Part-time Employees, Contract Workers, Volunteers who contravene any one or more measures outlined within this policy, will be considered in breach of this policy. Immediate disciplinary action may include;

- **A formal letter of apology** to the person(s) affected by the breach of confidentiality, or
- **Disciplinary Action** set out by the current Collective Agreement.
- Some violations may indelibly affect the *Town of Fort Smith* in a negative fashion. In this case, **legal action** may be pursued.

**Acknowledgement and Agreement**

By providing your signature below indicates that you have read and understand the *Town of Fort Smith's* Confidentiality Policy.

Name : \_\_\_\_\_ ( please print)    Date: \_\_\_\_\_

Signature: \_\_\_\_\_    Witness: \_\_\_\_\_



## Appendix B: Example Town Council & Mayor Confidentiality Policy

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### Confidentiality Policy: Town Councillors & Mayor

#### Policy Intent

The *Town of Fort Smith* is committed to conducting business in an open and ethical manner. We accomplish this by creating a workplace built on the strength of trust, accountability, and integrity in all our business practices. It is the responsibility of all individuals identified in this policy to strictly adhere to the Confidentiality Policy by using tact, common sense, and an appreciation of privacy.

The Town Council and the Mayor acknowledges that they are custodian's of extensive confidential information, the improper use or disclosure of which may affect individuals, organizations, Council, the Mayor, or give an unfair advantage to someone.<sup>4</sup> The Town Council and the Mayor recognize that they must adhere to the regulations within the *Cities, Towns and Villages Act S.N.W.T 2003, c.22*. The Confidentiality Policy is an extension of the responsibilities and regulations set out in the Act.

#### This policy shall:

1. Establish that the Councillor and Mayor roles held by individuals within the *Town of Fort Smith* are expected to ensure ethical principles, and obligations for confidentiality while in office;
2. Outline standards and expectations; and
3. Outline punitive measures for violations.

#### Who it Effects

This policy affects all Town Councillors and the Mayor.

#### Definitions

**Confidentiality** is not disclosing, divulging, providing or disseminating matters to others that are private or personal in nature, without clear authorization.

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<sup>4</sup> Mackay Regional Council Confidentiality Policy, Mackay, Australia – October 1, 2008



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**Confidential Information**<sup>5</sup> may include discussions, documents, electronic data or knowledge. This information may not be known by, or available to the public at large. Information may be classified as confidential if its improper use could harm individuals, organizations, elected individuals, and/or give an unfair advantage to someone. Examples of *confidential* information may include:

- |  |
|--|
| a) Legal advice received by Council or Mayor, including the substance or effect of that legal advice, or any conclusions reached in that legal advice, or any reasoning upon which those conclusions were reached, or any course of action recommended in that legal advice;   |
| b) Information in Council's or Mayor's possession associated with the personal affairs of any person, including: <ul style="list-style-type: none"><li>-Affairs relating to family and marital relationships</li><li>-Health or ill health;</li><li>-Relationships with emotional ties involving other people;</li><li>-Domestic responsibilities or financial obligations</li></ul> |
| c) Information provided to Council or Mayor on the condition that it is kept confidential;   |
| d) Information dealing with the appointment, dismissal, discipline or appraisal of individual employees;   |
| e) Information dealing with matters affecting employees;   |
| f) Information associated with the preliminary budget;   |
| g) Information dealing with rating concessions;  |
| h) Information associated with employee contractual negotiations;  |
| i) Information associated with starting or defending legal proceedings;  |
| j) Information associated with any action taken by the Council or Mayor under the <i>Cities, Towns and Villages Act S.N.W.T 2003, c.22</i> ;   |
| k) Information dealing with the security of property;  |
| l) Information dealing with trade secrets of any person or body;   |
| m) Information considered and discussed in meetings closed to the public, deemed <i>Private Meetings</i> , pursuant to Section 23. (3) (a – k) of the <i>Cities, Towns and Villages Act S.N.W.T 2003, c.22</i> ;   |
| n) Commercial in confidence information associated with the operations of any association, person or body;   |
| o) Names and/or address of complainants;   |
| p) Any information designated as confidential by the Senior Administrative Officer;  |
| q) Client and Customer Lists;  |
| r) Project management;   |
| s) Technical Management;   |
| t) Product development;  |
| u) Pricing methods;  |
| v) Quality management methods;   |
| w) Operation rules;  |
| x) Commercial network;   |
| y) Supply chain information;   |
| z) Human resource planning;  |

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<sup>5</sup> Mackay Regional Council Confidentiality Policy, Mackay, Australia – October 1, 2008



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- aa) Product technical design;
- bb) Town data dictionaries;
- cc) Town financial information, status and statements, and investment plans;
- dd) Object code and source code to Town software;
- ee) Any information, or documentation labelled “Confidential” by the Senior Administrative Officer, or listed as such by separate memorandum, or e-mail that informs of confidential status;
- ff) Information licensed by the *Town of Fort Smith* to customers/clients under a confidentiality restriction

**Human Rights Act**<sup>6</sup> prohibits discrimination on the basis of:

- race, colour, ancestry, place of origin, ethnic origin, nationality
- sex, sexual orientation, gender identity
- family or marital status, family affiliation
- social condition
- religion, creed
- political belief or association
- pardoned criminal conviction
- disability
- age

**In Camera** or **Private Meetings** guarantee that confidential employees/managers personnel information is kept confidential and only intended for use by the Senior Administrative Officer.

**Official Spokesperson** is the Mayor or is designated by the Mayor for the *Town of Fort Smith* to publicize matters relating to the Council and the *Town of Fort Smith*. Where the Mayor, as the official spokesperson is unavailable, the Deputy Mayor or Senior Administrative Officer may fill the spokesperson role.

## Development

This policy was developed in collaboration with the Senior Administrative Officer, Town Council Members, and the Mayor of the *Town of Fort Smith*.

## Policy

1. Every person appointed or retained and every member of the council or a committee member of the council, and Mayor who conducts or carries out business for the *Town of Fort Smith*, shall preserve secrecy about all information that comes to his or her knowledge in the course of his or her duties.

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<sup>6</sup> Human Rights Act, S.N.W.T.2002, c.18. Source:  
<http://www.nwthumanrights.ca/publications/Documents/NWTHumanRightsAct-NEW2009.pdf>



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2. Every person appointed or retained and every member of the council or a committee of the council and Mayor shall not communicate any information deemed or understood to be private to any third party not employed by the *Town of Fort Smith* at any time, unless the individual communicating the information or the *Town of Fort Smith* official provides written or verbal authorization to divulge the information.
3. Reasonable efforts will be made to limit access to confidential information to only those who need to know the information and those persons will be advised that the information is to be kept confidential until it has been publicly disclosed by the *Town of Fort Smith* official spokesperson.
4. Confidential Information shall not be used for any purpose other than its reasonable use in the normal performance of duties for the *Town of Fort Smith*.
5. Any person shall not make improper use of information acquired while in their position by either gaining directly or indirectly a financial advantage for themselves or for another person of interest.
6. No Councillor or Mayor should access information unless they do so as part of their official duties.
7. All persons shall not make use or share information with others that is protected under the NWT *Human Rights Act*.
8. Information disclosed during *In camera* meetings will be used at the discretion of the Senior Administrative Officer to carry out actions related to employee/personnel matters and will be deemed strictly confidential.
9. Information is deemed confidential if regarding the appointment, dismissal, discipline or appraisal of individual employees and the individuals affected by this policy.
10. Information is deemed confidential if it relates to all or any financial matters for the *Town of Fort Smith*.
11. Information is deemed confidential if regarding any legal proceedings for the *Town of Fort Smith*.
12. Information is deemed confidential if regarding the trade secrets of any person or body.
13. Information designated as confidential by the Senior Administrative Officer may have the confidential designation removed only by resolution of the Council.
14. This Confidentiality Policy will not supersede any legal obligation to disseminate information when required to do so in the court of law.

### Punitive Measures

All Councillors and the Mayor, who contravene any one or more measures outlined within this policy, will be considered in breach of this policy. Immediate disciplinary action will include;

- **A formal letter of apology** to the person(s) affected by the breach of confidentiality, or
- **Disciplinary Action** set out in Section 151 (1) and 152 (1) (b) of the *Cities, Towns, and Villages Act, S.N.W.T., 2003, c.22*.
- Some violations may indelibly affect the *Town of Fort Smith* in a negative fashion. In this case, **legal action** may be pursued.



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**Acknowledgement and Agreement**

By providing your signature below indicates that you have read and understand the *Town of Fort Smith's* Confidentiality Policy for Town Councillors and the Mayor.

Name : \_\_\_\_\_ ( please print)      Date: \_\_\_\_\_

Signature: \_\_\_\_\_ Witness: \_\_\_\_\_



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## 3. Skill Development & Training

### 3.1 Introduction

According to research completed by the Conference Board of Canada; *Learning and Development Outlook 2009*,<sup>7</sup> “Canadian organizations are cutting back on investment in employee training, learning, and development.” However, the report concludes that it is critically essential, especially now, to develop workers considering the skills shortages and Canada’s aging and diverse labour force. Ultimately, employers must position themselves now in preparation for the economic upturn.

The challenges of designing and implementing training and development strategies are often a derivative of the various training philosophies in organizations:

- Training is viewed as an expenditure rather than an investment
- Recognizing differences between training philosophies: *need-to-know* versus *nice-to-know*
- Time limitations
- Cutbacks to training budgets
- Logistics and geographical location of organization
- Increased workloads
- How to prove worth of training or return on investment (ROI)
- Increased workloads and staff shortages

#### 3.1.1 The Town of Fort Smith Training Philosophy

The training philosophy identified during the Focus Group<sup>8</sup> for in the *Town of Fort Smith* includes:

- The need to enhance training opportunities for Firefighters, Heavy Equipment Operators, Water Treatment Plant Technicians, Emergency Response Technicians, Finance and Administration Clerks, Recreation Facilities Maintainers.

By offering careers instead of jobs, where training is ongoing and important mandate, the *Town of Fort Smith* has the potential to create ambitious employees who are engaged and interested in their work. The employees will grow and develop their skills while offering a quality service to the community members.

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<sup>7</sup> Conference Board of Canada; Learning and Development Outlook 2009:  
<http://www.conferenceboard.ca/documents.aspx?DID=3162>

<sup>8</sup> Strategic Planning Session, November 17 – 19, 2009; Focus Group Proceedings



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### 3.2 Skill Development

The process for identifying employees who may need additional support or training to perform in their current role often takes place through observation and the Performance Appraisal process. Before providing training and considerations for learning and development, there must be some clarity in recognizing the differences in the barriers to performance and the subsequent actions or responsibilities that may be required:

- a) **Personal Barrier or Issues:** Through discussion, the supervisor may learn that the *Town* (as an employer) has little or no control over the issue or barrier to his/her performance. For example; the employee's emotional well-being (marriage and family issues), parenting/childcare issues, or addiction/recovery issues, etc., may affect their ability to meet standard performance levels.
- b) **Skill or Training Deficiencies:** There may be KSA (Knowledge, Skill, Ability) deficits in his/her ability to get the job done. For example; the employee may be lacking in computer knowledge or software skills to complete certain work required on the job, or they may not have strong literacy skills or business writing skills to prepare a letter or document to a client.

Supporting the employee in situations noted in **a)** above, requires referring the employee to the 'Employee Assistance Plan' or to an appropriate group/organization in the community that may be able to help and provide counselling. The resources available through the *Town* and in the community will dictate appropriate action(s).

Recognizing deficits in the employee's ability to perform the job successfully, noted in **b)**, may include looking at supports and training options available and assessing the feasibility of training under organizational restraints: *the Town of Fort Smith's Training Philosophy*. Learning to develop the employee's KSA's to perform in their current role is typically done through organizationally sponsored learning opportunities, e.g. *School of Community Governance* offered by the Department of Municipal and Community Affairs (GNWT). However, if the courses and workshops available through the *School of Community Governance* are not practical or appropriate for the employee, there are other options available to assist the employee in their skill development.

#### 3.2.1 Considerations for Skill Development

When performance gaps become evident and it is clear that the employee has a skill or training deficiency, it is important to identify<sup>9</sup>:

- Appropriate learning paths/opportunities,
- Knowledge of the current training budget,
- Realistic time frame for completion,
- Operational restrictions,

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<sup>9</sup> Ultimate HR Manual – Western Edition, CCH Canadian Limited, © 2008



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- Staffing needs if the employee is away from the job,
- Ongoing support needed by the supervisor, and
- Employee's learning style

Careful and realistic consideration of each matter will ensure that the supervisor is better prepared for the discussion, and it will help to set parameters and guide discussion with the employee.

#### 3.2.2 Employee Development Plan

Employee Development Plans contain elements that ensure the employee has the appropriate tools available, in acquiring the additional knowledge, skills and abilities (KSA's) to perform in their current role.

Employee Development Plans are most often used in conjunction with the Performance Appraisal process, but they can be used at any time throughout the year. Through observation and discussion between the employee and supervisor, key area(s) where performance is lagging are highlighted. Performance gaps become evident when measured with expectations (based on job descriptions). The plan is used as a roadmap for both the employee and their supervisor in determining the specific training or skill development that is needed to improve performance in the task area(s) identified. Together the supervisor and the employee determine the best learning approach and the tools needed in order for the employee to develop and become proficient in the specified areas. For additional information, see the *Employee Development Plan*, **Appendix A**. Employee Development Plans should be revisited during the mid-point and final completion date, and annually during Performance Appraisal periods to ensure that the directives in the plan continue to reflect the current organizational objectives.

Note: If other personal barriers are inhibiting the employees' performance on the job, that is, the performance barriers are beyond the control of the supervisor (or the organizational resources available to the employee); the supervisor may prefer to engage in an *Employee Action Plan*, **Appendix B**. It may also be necessary to follow-up with immediate disciplinary action depending on the severity of the performance issue.



## Town of Fort Smith

### Appendix 3: Human Resources Plan

### 3.3 Training

Adopting a Training Strategy and a long –term commitment by the Town of Fort Smith will aid in building a solid base of qualified and engaged employees into the future. Ultimately, this forward thinking strategy will drive service delivery results and ensure that the Town of Fort Smith is better prepared for the challenges ahead. An equally important strategy is to consider retooling the current employees so that they can also effectively perform in their role and potentially advance to the next level when the opportunity arises.

#### 3.3.1 Training Approaches

When recognizing a performance gap where a **skill or training deficiency** has been identified, the supervisor must first elicit feedback from the employee regarding possible solutions to help meet performance standards. The employees' comments and suggestions may indeed provide valuable information on the best approach where they are mostly likely to succeed.

Possible learning paths for skill development in achieving successful performance include;

- a) **Participation in courses/workshops** during company time (via: MACA, *School of Community Governance*) – options and variety of courses/workshops may vary greatly, but may focus on directly on the performance deficiency (computers, safety, effective communication, finance, problem solving, teamwork, customer service, and basic education programs, etc.).
- b) **Mentoring** – the individual being mentored gains from the experience of an older and more experienced employee, who has the ability to coach and assist in problem solving.
- c) **Self-directed development activities** – the employee may engage in acquiring more knowledge of the subject/skill area by reading relevant journals/publications, continuing their education through various external course work, or computer-based training (CBT) (utilizing CD-ROM programs that offer various multimedia approaches: video, audio, text, and graphics).
- d) **E-learning** – various learning opportunities available through online courses (Canadian web-based) from recognized universities, colleges, businesses and associations.

#### **Basic Online Computer Training Courses**

i.e.) **The Career Foundation – Developing Human Potential:**

[http://www.careerfoundation.com/free\\_computerized\\_training/learn\\_about\\_this\\_service.html](http://www.careerfoundation.com/free_computerized_training/learn_about_this_service.html) (Free courses in *Microsoft Word, Excel, and PowerPoint*, as well as Effective Business Writing and Presentation Skills).

i.e) **IN Training Solutions:** <http://www.intrainingsolutions.com> (Free webinars offering helpful information on *Microsoft Word, Outlook, and Excel*).

- e) **Vocational/Trade Schools** – training in trades inevitably requires the employee to embark on a period away from their job. Through performance reviews, managers may determine the employee's level of interest in trades training, and suggest a support process that includes utilizing financial aid from the *Student Financial Assistance Program* (GNWT), while incorporating a return of service agreement upon completion of the program.



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**i) Water Treatment Plant Operator training opportunities:**

- 1) The [Alberta Water and Wastewater Operators Association](http://www.awwoa.ab.ca/) (<http://www.awwoa.ab.ca/>) offers a Level 1 Certification Preparation course and an Entry Level Training course. Courses are offered in a classroom, on-line (e-learning) or by correspondence.
- 2) The [Northern Alberta Institute of Technology](http://www.nait.ca) (<http://www.nait.ca>) in Edmonton offers Water and Wastewater Technician certificate programs. Program duration: 12-months.

**ii) Firefighter training opportunities:**

- 1) [Emergency Service Academy](http://www.esacanada.com) located in Sherwood Park, AB (<http://www.esacanada.com>) offers specialized accredited training to prepare students as a Professional Fire Fighter, Emergency Medical Responder (EMR) and Emergency Medical Technician (EMT). Program duration: 3-months. **Tuition cost: \$10,250**
- 2) [Lakeland College](http://www.lakelandcollege.ca/programs/fire_emergency/firefighter_nfpa1001/tuition.aspx) located in Vermillion, AB ([http://www.lakelandcollege.ca/programs/fire\\_emergency/firefighter\\_nfpa1001/tuition.aspx](http://www.lakelandcollege.ca/programs/fire_emergency/firefighter_nfpa1001/tuition.aspx)) prepares student to work as an industrial or municipal firefighter. Program duration: 3-months. **Tuition cost: \$12,984.00**

**iii) Heavy Equipment Operator training opportunities:**

- 1) [Aurora College](http://www.auroracollege.nt.ca) (Thebacha Campus, Fort Smith, NT.), (<http://www.auroracollege.nt.ca>) prepares students to work as qualified Heavy Equipment Operators. Program duration: 5-months. **Tuition cost: \$1,985**
- 2) [Olds College](http://www.oldscollege.ca) located in Olds, AB: <http://www.oldscollege.ca> prepares students to work as qualified Heavy Equipment Operators. Program duration: 5-months. **Tuition cost: \$5,000** (approx. for Spring 2010 intake).

**iv) Administration/Finance training opportunities:**

- 1) **Aurora College** (Thebacha Campus, Ft. Smith, NT);  
i.e) **Office Administration Certificate Program:**  
<http://www.auroracollege.nt.ca/live/pages/wpPages/ProgramInfoDisplay.aspx?id=110&tp=PRG>
- 2) **Communications Training**  
i.e.) **DeVry University (Calgary) Online courses:** <http://www.devrynow.ca>
- 3) **Finance**  
i.e.) **DeVry University (Calgary) Online courses:** <http://www.devrynow.ca>



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**4) Time Management**

i.e.) **The Career Foundation – Developing Human Potential:**

[http://www.careerfoundation.com/free\\_computerized\\_training/learn\\_about\\_this\\_service.html](http://www.careerfoundation.com/free_computerized_training/learn_about_this_service.html) (Free courses in Time Management).

**5) Recreation/Community Services**

i.e) **Sport and Recreation Leadership Summit (Nov.2009 Event in Whitehorse, YT):**

[http://www.nwtrpa.org/rpa/images/stories/2009\\_Sport\\_Recreation\\_Leadership\\_Summit\\_Nov\\_26-28-09\\_Program.pdf](http://www.nwtrpa.org/rpa/images/stories/2009_Sport_Recreation_Leadership_Summit_Nov_26-28-09_Program.pdf)

i.e.) **Recreation Leaders Certificate Program (MACA):**

[http://www.maca.gov.nt.ca/resources/MACA\\_Update\\_2009.pdf](http://www.maca.gov.nt.ca/resources/MACA_Update_2009.pdf)

i.e) **Recreation and Leisure Services Co-operative Education Program (Seneca College):** <http://www.senecac.on.ca/fulltime/RLSC.html>

Return on Investment (ROI) potential – If the new skill is applied directly in the workplace, and performance improves as a result, the ROI can be realized. Ultimately, the results from training matter more than the process, and both the employee and the *Town of Fort Smith* are likely to benefit from the change.<sup>10</sup>

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<sup>10</sup> Developing Effective Human Resources, Ch.8, p.240, Human Resources Management in Canada, © 2005



**Town of Fort Smith**  
Appendix 3: Human Resources Plan

### 3.4 Strategy Implementation – Skill Development

Strategy	Task	Outcome
<b>3.2.1 Considerations for Skill Development</b>	<p>Prior to meeting with the employee and completing the Employee Development Plan, review the <b>Checklist</b> of considerations for Skill Development:</p> <ul style="list-style-type: none"> <li>○ Possible learning paths/opportunities,</li> <li>○ Knowledge of the current training budget,</li> <li>○ Realistic time frame for completion,</li> <li>○ Operational restrictions,</li> <li>○ Staffing needs if the employee is away from the job</li> <li>○ Ongoing support needed by the supervisor, and</li> <li>○ Employee's learning style</li> </ul>	<p>Preparation will ensure that the supervisor will have a good understanding of any potential training limitations prior to discussing training options with the employee.</p>
<b>3.2.2 Employee Development Plan</b>	<p>Conduct annual Performance Appraisals and meet with the employee when you discover a performance gap, based on the expectations required in the job (identified in the job description). Complete the <b>Employee Development Plan, Appendix A</b>, or choose to complete the <b>Employee Action Plan, Appendix B</b> if there are personal barriers that inhibit the employee's job performance.</p>	<p>Identifying the performance gap with the employee will elicit discussion on how to reach performance goals and succeed on the job.</p> <p>The employee recognizes the requirements with reference to the job description. The supervisor elicits the employees' input on how to best reach the goals identified, and organizational objectives are kept in balance with performance expectations.</p>



**Town of Fort Smith**  
Appendix 3: Human Resources Plan

**3.5 Strategy Implementation – Training**

Strategy	Task	Outcome
<b>3.3.1 Training Approaches</b>	<p>The best option for training should be determined through discussion between the Supervisor and the Employee.</p> <p>Options:</p> <ul style="list-style-type: none"> <li>a) Participation in courses/workshops (may require some travel).</li> <li>b) Mentoring Program (if available).</li> <li>c) Self-directed development activities (learning takes place from computer-based training or CD-ROM programs).</li> <li>d) E-learning (taking courses through WEB-CT, colleges/universities online courses).</li> <li>e) Vocational/Trade Schools (takes employee away from their job for an extended period of time).</li> </ul>	<p>Making a commitment and investing in training for employees translates into:</p> <ul style="list-style-type: none"> <li>• Better retention levels,</li> <li>• Lifelong learning,</li> <li>• Employees are better equipped for the challenges within their job, and</li> <li>• Employees are prepared for future roles within the organization.</li> </ul>



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Appendix 3: Human Resources Plan

# Appendix A: Employee Development Plan

## Employee Development Plan

Employee Name:

Position:

Assessment Date:

Conducted by:

Primary Objective:

Key Responsibilities/Job Description:

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<b>Task to be improved upon</b>	<b>Skills required for Development</b>	<b>Supports/Training and/or Coaching required</b>	<b>Performance will be measured by:</b>	<b>Desired Outcome(s)</b>	<b>Time Frame for Completion: Start/End date (day/month/year)</b>



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Appendix 3: Human Resources Plan

**Employee Development Plan Maintenance**

**1. Mid-Point Review**

The progress of the Employee Development Plan will be **reviewed at the mid-point date** (before the completion date) by the Supervisor and Employee on \_\_\_\_\_ (date).

**2. Final/Completion Review**

The completion of the Employee Development Plan will be reviewed on \_\_\_\_\_ (date).

**3. Follow-up Review**

A follow-up of the Employee Development Plan will be reviewed on \_\_\_\_\_ (date).

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The content of this Employee Development Plan has been reached by discussion and agreement by all the participants in this process.

**4. Signatures**

I have read the Employee Development Plan and agree with the assessment, comments, and action arising. I agree with the review dates listed.

Employee Name (print): \_\_\_\_\_ Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

Supervisor Name (print): \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_

Original to Employee File

Copy to Employee



## Appendix B: Employee Action Plan

### Employee Action Plan

**Instructions:** This form is to be completed by the supervisor in the event that action needs to take place in identifying **areas of strength** (what the employee is doing well) on the job, and **areas to improve** (what area or standard within the job does the employee need to improve upon). Section A – I of this action plan should be completed in **consultation with the employee** to identify:

- ❖ Area(s) of strength.
- ❖ Area(s) to improve (*\*not exceeding 2, please see Notes at bottom of page*).
- ❖ Action needed for the employee's improvement in the stated area: Describe what needs to be done or how the employee can improve (e.g./mechanisms for support, area for training, or a mutually agreed upon arrangement that will aid the employee in meeting the standard).
- ❖ Employee's responsibilities: Describe what the employee is responsible for in implementing the action.
- ❖ Supervisor's responsibilities: Describe what the supervisor is responsible for to assist the employee in carrying out the action, including subsequent steps if the action plan is not followed.
- ❖ The expected result from completing the identified action.
- ❖ The time frame for completing the identified action, including start/end dates.
- ❖ A follow-up method for reviewing the expected results in a mutually agreed upon manner (e.g. /via e-mail, letter, formal meeting, web meeting, or phone call).
- ❖ Date, time, and/or location of the follow-up review.
- ❖ Signatures required from the employee and supervisor, indicating the action plan is clear and understood.

**Copies:**

Please provide a copy to the following individuals:

1. Copy of the Action Plan to the Employee.
2. Copy of the Action Plan for the Supervisor's employee file.

*\*Please ensure that the following Action Plan does not exceed two different areas to improve upon (Section E). If more areas to improve upon are identified, please consult with the Senior Administrative Officer immediately.*



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Appendix 3: Human Resources Plan

**SECTION A**

<b>EMPLOYEE INFORMATION</b>
<b>Please Print</b>
Employee Name: _____
Position Title: _____
Department: _____
Office Phone#: _____
E-mail address: _____

**SECTION B**

<b>SUPERVISOR INFORMATION</b>
<b>Please Print</b>
Supervisor Name: _____
Position Title: _____
Department: _____
Office Phone#: _____
E-mail address: _____

**SECTION C**

<b>DATE</b>
Date: _____
Day/Month/Year



**Town of Fort Smith**  
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**SECTION D**

**AREAS OF STRENGTH**

Please identify what the employee is doing well, e.g. meets or exceeds standards in identified area(s). Further evidence, documentation, or critical incidences may be attached to supplement this record.

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**SECTION E**

**AREAS TO IMPROVE**

Please identify what area(s) or standard(s) within the job that the employee need to improve upon (Maximum of 2). Further evidence, documentation, or critical incidences may be attached to supplement this record.

- 1.
- 2.

**\*Employee Note:** This Action Plan constitutes a verbal warning (documented for your acknowledgment and understanding). Please refer to Supervisor's Responsibilities (page 4) regarding subsequent steps.



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Appendix 3: Human Resources Plan

**SECTION F**

ACTION NEEDED FOR IMPROVEMENT	EMPLOYEE'S RESPONSIBILITIES	SUPERVISOR'S RESPONSIBILITIES	EXPECTED RESULT	TIME FRAME FOR COMPLETION:  Start date & End date (Day/Month/Year)
		<p>Provide 'xyz' to ensure that '<i>employee name</i>' has the appropriate tools to complete the '<i>action needed for improvement.</i>'</p> <p>*If this action plan is not fulfilled by the time frame indicated, '<i>employee name</i>' will receive a written warning.</p> <p>*If after the written warning, the action plan is not fulfilled by this date: '<i>date</i>', termination of employment will follow immediately.</p>		

