Roadmap for the Policy on Learning, Training and Development- General Requirements

	General (other than mo	onitoring and consequences)	General Monitoring & Reporting	General Consequences
Designated Superior	6.1	Requirements from Professional Dev.		Expected Result: g-edge practices in
Deputy Head	DH ensures employees are informed of this policy DH ensures their employees have the knowledge, skills and competencies to do their work DH ensures measures are taken to strengthen organizational leadership and promote innovation through the adoption of leading-edge management practices		their level and functions will be encou	sector management e applied to rage innovation and uous improvements formance.
	DH ensures their organizations have adequate governance, processes, strategies and capacity for the implementation of this policy Effective: Jan. 1, 2006 6.2 CSPS supports DHs in their	DH ensures employees at all levels have learning plans to acquire and maintain the knowledge, skills and competencies related to their level and functions [Effective: Jan. 1, 2006] 6.2 CSPS, in collaboration with the relevant policy authorities,	DH provides to PSHRMAC information necessary for assessing compliance and evaluating management practices. May also be part of MAF process Effective: Jan. 1, 2006	
CSPS	efforts to strengthen organizational leadership, apply leading-edge management practices and promote innovation CSPS develops measures and standards against which to assess its programs and performance relative to this policy. Effective: Jan. 1, 2006	develops and regularly updates, courses and programs that meet the employer's knowledge standards CSPS delivers these courses and programs and assesses whether participants successfully complete them Effective: Jan. 1, 2006	PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy PSHRMAC reports annually on the government-wide	7.1
PSHRMAC TB Sec. OCG, PSC		These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility Effective: Jan. 1, 2006	implementation of this policy PSHRMAC reviews the policy, associated directives & standards, and their effectiveness at the five-year anniversary of implementation of the policy Effective: Jan. 1, 2006	Other consequences will be specified in directives issued under this and other relevant policies. Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development—General Planning and Management **General Planning and Management of learning Monitoring & Reporting** Consequences [5.2] Expected Result: **Designated** [5.2] Expected Result: senior public service **Superior** Employees at all levels

Deputy Head

DH ensures employees are informed of this policy and have the knowledge, skills and competencies to do their work;

6.1

DH ensures their organizations have adequate governance, processes, strategies and capacity for the implementation of this policy Effective: Jan. 1, 2006

Requirements from Professional Dev. 6.1.3

DH ensures their organization has a learning policy to align departmental business priorities with the management improvement objectives of government

DH ensures their learning policy supports their mission and mandate, including requirements for jobrelated training and learning plans that align individual learning with departmental business priorities

DH ensures employees at all levels have learning plans to acquire and maintain the knowledge, skills and competencies related to their level and functions Effective: Jan. 1, 2006

will acquire and maintain the knowledge, skills and competencies related to their level and functions

leaders will align learning with the management improvement objectives of government and departmental business priorities

DH reports to PSHRMAC and CSPS on all relevant information as required in the directives

Effective: Jan. 1, 2006

CSPS

PSHRMAC TB Sec. **OCG PSC**

6.3.4

PSHRMAC develops a Resultsbased Management and Accountability Framework relative to this policy

PSHRMAC reports annually on the government-wide implementation of this policy

PSHRMAC reviews the policy, associated directives & standards, and their effectiveness at the five-year anniversary of implementation of the policy

Effective: Jan. 1, 2006

Other consequences will be specified in directives issued under this and other relevant policies.

Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development-Organizational Leadership and **Management Innovation** Measures and support to strengthen **Monitoring & Reporting Consequences Designated** [5.2] Expected Result: **Superior** leading-edge practices in public **View Roles &** sector management will be Responsibilities applied to encourage innovation and continuous improvements in performance **DH** reports to PSHRMAC and CSPS on all relevant information **Deputy Head** as required in the directives **DH** ensures measures are taken **View Roles &** to strengthen organizational Responsibilities **DH** provides to PSHRMAC leadership and promote information necessary for innovation through the adoption assessing compliance and of leading-edge management evaluating management practices. practices May also be part of MAF process. Effective: Jan. 1, 2006 Effective: Jan. 1, 2006 6.2 CSPS develops measures and standards against which to CSPS supports DHs in their assess its programs and efforts to strengthen organizational performance relative to this leadership, apply leading-edge policy. Effective: Jan. 1, 2006 management practices and promote **CSPS** innovation **View Roles &** Effective: Jan. 1, 2006 Responsibilities PSHRMAC develops a Resultsbased Management and Other Accountability Framework consequences will **PSHRMAC View** relative to this policy be specified in directives issued TB Sec. **PSHRMAC** reports annually on under this and other the government-wide **OCG** relevant policies. implementation of this policy **PSC** Effective: Jan. 1, 2007 Effective: Jan. 1, 2006

Roadmap on the Policy on Learning, Training and Development—Professional Development **Standards, Development & Monitoring & Reporting Planning and** Consequences **Management Delivery of Training** [5.2] Expected Result: **Designated** Employees at all levels will **Superior Duplicated in** acquire and maintain the General (Slides 1,2) knowledge, skills and **DH** ensures their organization has a learning policy to align departmental competencies related to DH ensures their employees business priorities with the have the knowledge, skills and their level and functions management improvement competencies to do their work objectives of government Effective: Jan. 1, 2006 **DH** ensures their learning policy supports their mission and mandate, including requirements for job-**DH** reports to PSHRMAC and 3.6 Context related training and learning plans CSPS on all relevant information that align individual learning with DH are responsible for ensuring as required in the directives departmental business priorities timely completion of training that **Deputy Head** Effective: Jan. 1, 2006 supports departmental priorities **DH** ensures employees at all levels and the government's have learning plans to acquire and management improvement maintain the knowledge, skills and objectives competencies related to their level Effective: Jan. 1, 2006 and functions Effective: Jan. 1, 2006 CSPS, in collaboration with the 6.2.3 relevant policy authorities, CSPS develops measures and CSPS provides opportunities for develops and regularly updates. standards against which to assess and supports the professional courses and programs that meet its programs and performance development of employees at all the employer's knowledge relative to this policy. levels. standards Effective: Jan. 1, 2006 Effective: Jan. 1. 2006 **CSPS** CSPS delivers these courses and programs and assesses whether participants successfully complete them Effective: Jan. 1, 2006 **PSHRMAC** develops a Results-Other based Management and consequences will Accountability Framework **PSHRMAC** be specified in relative to this policy directives issued These organizations are responsible TB Sec. under this and other for establishing and regularly PSHRMAC reports annually on relevant policies. updating knowledge standards for **OCG** the government-wide policy sectors under their implementation of this policy **PSC** Effective: Jan. 1, 2007 Effective: Jan. 1, 2006 Effective: Jan. 1, 2006

Roadmap on the Policy on Learning, Training and Development—Required Training: New Employee

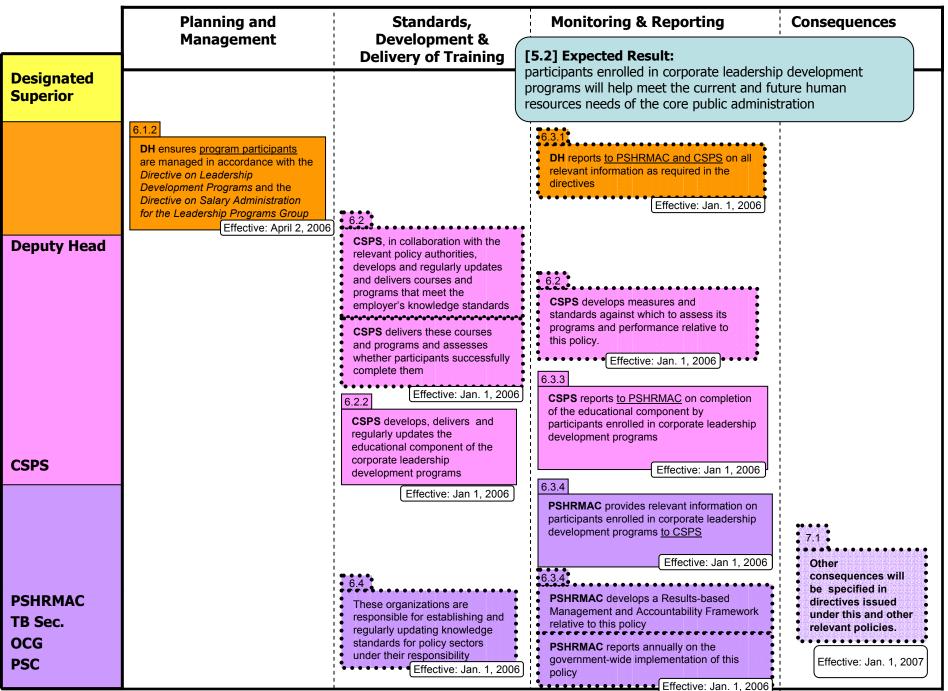
Orientation	Planning and Management	Standards, Development & Delivery of Training	Monitoring & Reporting	Consequences
Designated Superior View Roles & Responsibilities			[5.2] Expected new employees common under their role as pu	s will share a rstanding of
Deputy Head	DH ensures employees newly appointed to the core public administration successfully complete an orientation program DH ensures designated supervisors allow their employees to complete the required training within a specified time By: Jan. 1, 2007	6.2 CSPS, in collaboration with the relevant policy authorities,	DH provides information on newly appointed employees to CSPS. Effective: Jan. 1, 2006 6.3.1 DH reports to PSHRMAC and CSPS on all relevant information as required in the directives Effective: Jan. 1, 2006 6.3.3 CSPS reports to DHs on the approach to provide the provided to the direction of training.	During performance evaluation DH considers proportion of designated supervisor's employees who complete required training within the specified period By: Jan. 1, 2007
CSPS		develops and regularly updates and delivers courses and programs that meet the employer's knowledge standards CSPS delivers these courses and programs and assesses whether participants successfully complete them Effective: Jan. 1, 2006 6.2.1 CSPS designs and delivers orientation programs for new employees	successful completion of training by newly appointed employees CSPS reports to PSHRMAC and TBS on the compliance of departments/agencies with required training Effective: Jan. 1, 2006 6.2 CSPS develops measures and standards against which to assess its programs and performance relative to this policy. Effective: Jan. 1, 2006 6.3.4	
PSHRMAC TB Sec. OCG PSC		These organizations are responsible for establishing and regularly updating knowledge standards for policy sectors under their responsibility Effective: Jan. 1, 2006	PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy PSHRMAC reports annually on the government-wide implementation of this policy Effective: Jan. 1, 2006	Other consequences will be specified in directives issued under this and other relevant policies. Effective: Jan. 1, 2007

Roadmap on the Policy on Learning, Training and Development – Required Training: First-time Manager **Planning and Monitoring & Reporting** Standards, **Consequences Training Management Development & Delivery of Training** [5.2] Expected Result: managers at all levels have **Designated** the necessary knowledge to **Superior** effectively exercise their delegated authorities 6.3.2 **DH** provides information on **DH** withholds new delegated **DH** ensures first-time managers first time managers at all levels authorities from managers and successfully complete the required to CSPS. executives appointed to a level training prior to delegating authorities for the first time until they Effective: Jan. 1, 2006 successfully complete the training **DH** ensures designated supervisors **Deputy Head** allow their employees to complete **DH** reports to PSHRMAC and During performance evaluation the required training within CSPS on all relevant information **DH** considers proportion of a specified time as required in the directives designated supervisor's By: Jan. 1, 2007 employees who complete Effective: Jan. 1, 2006 required training within the 6.3.3 specified period CSPS. in collaboration with the By: Jan. 1, 2007 relevant policy authorities. CSPS reports to DHs on the develops and regularly updates successful completion of training and delivers courses and by first-time managers at all levels programs that meet the employer's knowledge standards CSPS reports to PSHRMAC and **&**______ TBS on the compliance of CSPS delivers these courses departments/agencies with 6.1.1 and programs and assesses Effective: Jan. 1, 2006 whether participants successfully complete them CSPS develops measures and **CSPS** standards against which to Effective: Jan. 1, 2006 assess its programs and 6.2.1 performance relative to this CSPS designs and delivers Effective: Jan. 1. 2006 course and programs for first-time 7.1 managers PSHRMAC develops a Results-Effective: Jan. 1, 2006 Other based Management and consequences will Accountability Framework **PSHRMAC** be specified in These organizations are relative to this policy directives issued responsible for establishing and TB Sec. under this and other **PSHRMAC** reports annually on regularly updating knowledge relevant policies. the government-wide **OCG** standards for policy sectors implementation of this policy under their responsibility **PSC** Effective: Jan. 1, 2007 Effective: Jan. 1. 2006 Effective: Jan. 1, 2006

Roadmap on the Policy on Learning, Training and Development—Required Training: Validation of knowledge of Existing **Development of Standards Monitoring & Reporting** Standards, Consequences **Managers** & Training **Development &** & Executives **Delivery of Training** [5.2] Expected Result: **Designated** managers at all levels have **Designated superiors** will **Superior** the necessary knowledge to suspend the delegated authorities of existing managers & executives effectively exercise their delegated who have not demonstrated their authorities knowledge of level-specific legal 6.3.2 responsibilities **DH** provides information on By: Jan. 1, 2007 **DH** ensures existing managers & existing managers & executives executives validate knowledge required to validate their knowledge to CSPS associated w. their legal responsibilities During performance evaluation to maintain their delegated authorities Effective: Jan. 1, 2006 **DH** considers proportion of **Deputy Head** designated supervisor's employees who complete **DH** reports to PSHRMAC and **DH** ensures designated supervisors required training within the CSPS on all relevant information allow their employees to complete as required in the directives specified period the required training within By: Jan. 1, 2007 a specified time Effective: Jan. 1, 2006 By: Jan. 1, 2007 6.3.3 CSPS, in collaboration with the relevant policy authorities, CSPS reports to the designated develops and regularly updates superiors of existing managers & and delivers courses and executives on the results of their programs that meet the knowledge assessment employer's knowledge standards CSPS reports to PSHRMAC and CSPS delivers these courses TBS on the compliance of and programs and assesses departments/agencies with 6.1.1 whether participants successfully Effective: Jan. 1, 2006 complete them **CSPS** Effective: Jan. 1, 2006 CSPS develops measures and 6.2.1 standards against which to assess CSPS designs & delivers its programs and performance instruments for assessing relative to this policy. knowledge for existing 7.1 Effective: Jan. 1, 2006 managers & executives Effective: Jan. 1, 2006 PSHRMAC develops a Results-Other based Management and consequences will **PSHRMAC** These organizations are Accountability Framework relative be specified in responsible for establishing and to this policy directives issued TB Sec. regularly updating knowledge under this and other PSHRMAC reports annually on **OCG** standards for policy sectors relevant policies. the government-wide under their responsibility **PSC** implementation of this policy Effective: Jan. 1. 2006 Effective: Jan. 1, 2007 Effective: Jan. 1, 2006

Roadmap on the Policy on Learning, Training and Development—Required Training: Functional **Specialists** Planning and Management **Monitoring & Reporting** Standards, **Consequences Training Development & Delivery of Training** [5.2] Expected Result: specialists in finance, HR, internal audit, procurement, materiel **Designated** management, real property, information management, and other **Superior** domains as may be specified, will meet professional standards established by the employer **DH** provides information on **DH** ensures functional specialists functional specialists in the successfully complete training and/or validate knowledge associated w. domains identified by the 7.1 their professional and legal employer to CSPS responsibilities **DH** considers proportion of Effective: Jan. 1, 2006 designated supervisor's **Deputy Head DH** ensures designated supervisors employees who complete allow their employees to complete required training within the **DH** reports to PSHRMAC and the required training within a specified period during CSPS on all relevant information specified time as required in the directives performance evaluation By: Jan. 1, 2007 By: Jan. 1, 2007 Effective: Jan. 1, 2006 CSPS, in collaboration with the CSPS reports to DHs on the relevant policy authorities, successful completion by develops and regularly updates functional specialists of training and delivers courses and offered by CSPS programs that meet the employer's knowledge standards Branananananananananananananananananan CSPS reports to PSHRMAC and CSPS delivers these courses TBS on the compliance of and programs and assesses departments/agencies with 6.1.1 whether participants successfully Effective: Jan. 1, 2006 complete them **CSPS** Effective: Jan. 1, 2006 CSPS develops measures and standards against which to 6.2.1 assess its programs and CSPS designs & delivers courses performance relative to this and programs for functional policy Effective: Jan. 1, 2006 7.1 specialists Other Effective: Jan. 1, 2006 consequences will **PSHRMAC** develops a Resultsbe specified in based Management and **PSHRMAC** directives issued These organizations are Accountability Framework under this and other responsible for establishing and relative to this policy TB Sec. relevant policies. regularly updating knowledge **OCG** standards for policy sectors PSHRMAC reports annually on the government-wide under their responsibility **PSC** Effective: Jan. 1, 2007 Effective: Jan. 1. 2006 implementation of this policy Effective: Jan. 1, 2006

Roadmap on the Policy on Learning, Training and Development-Leadership Development Programs



Roles & Responsibilities – <u>Deputy Head</u>: General, Professional Development & Leadership Development

	GeneraL	Planning and Management	Monitoring & Reporting	Consequences
General Professional Development	DH ensures employees are informed of this policy. DH ensures their employees have the knowledge, skills and competencies to do their work. DH ensures measures are taken to strengthen organizational leadership and promote innovation through the adoption of leading-edge management practices. DH ensures their organizations have adequate governance, processes, strategies and capacity for the implementation of this policy. Effective: Jan. 1, 2006	DH ensures their organization has a learning policy to align departmental business priorities with the management improvement objectives of government. DH ensures their learning policy supports their mission and mandate, including requirements for jobrelated training and learning plans that align individual learning with departmental business priorities. DH ensures employees at all levels have learning plans to acquire and maintain the knowledge, skills and competencies related to their level and functions.	BH reports to PSHRMAC and CSPS on all relevant information as required in the directives. DH provides to PSHRMAC information necessary for assessing compliance and evaluating management practices. Effective: Jan. 1, 2006	
Leadership Development Programs		Effective: Jan. 1, 2006 6.1.2 DH ensures program participants are managed in accordance with the Directive on Leadership Development Programs and the Directive on Salary Administration for the Leadership Programs Group. Effective: April 2, 2006		

	Planning and Management	Monitoring & Reporting	Consequences		
Responsibili ties relative to designated superiors	DH ensures designated supervisors allow their employees to complete required training within a specified time. Effective: Jan. 1, 2006		During performance evaluation DH considers proportion of designated supervisor's employees who complete required training within the specified period. By: Jan. 1, 2007		
New Employee Orientation	DH ensures employees newly appointed to the core public administration successfully complete an orientation program. Effective: Jan. 1, 2006	DH provides information on newly appointed employees to CSPS. Effective: Jan. 1, 2006			
First-time Manager Training	DH ensures first-time managers successfully complete the required training prior to delegating authorities. Effective: Jan. 1, 2006	DH provides information on first time managers at all levels to CSPS. Effective: Jan. 1, 2006	7.1 DH withholds new delegated authorities from managers and executives appointed to a level for the first time until they successfully complete the training.		
Validation of Knowledge of Existing Managers & Executives	DH ensures existing managers & executives validate knowledge associated w. their legal responsibilities to maintain their delegated authorities. Effective: Jan. 1, 2006	DH provides information on existing managers & executives required to validate their knowledge to CSPS. Effective: Jan. 1, 2006	By: Jan. 1, 2007		
Functional Specialists Training	DH ensures <u>functional specialists</u> successfully complete training and/or validate knowledge associated w. their professional and legal responsibilities. Effective: Jan. 1, 2006	DH provides information on functional specialists in the domains identified by the employer to CSPS. Effective: Jan. 1, 2006			

Roles & Responsibilities – Canada School of Public Service: General, Prof. Development & Leadership Development

	General	Development and Delivery of Training	Monitoring & Reporting	Consequences
General	CSPS supports DHs in their efforts to strengthen organizational leadership, apply leading-edge management practices and promote innovation. CSPS develops measures and standards against which to assess its programs and performance relative to this policy. Effective: Jan. 1, 2006 6.2 CSPS, in collaboration with the relevant policy authorities, develops and regularly updates, courses and programs that meet the employer's knowledge standards. CSPS delivers these courses and programs and assesses whether participants successfully complete them.			
Professional Develop- ment	Effective: Jan. 1, 2006	6.2.3 CSPS provides opportunities for and supports the professional development of employees at all levels. Effective: Jan. 1, 2006		
Leadership Develop- ment Programs		CSPS develops and regularly updates the educational component of the corporate leadership development programs. CSPS delivers the educational component of the corporate leadership development programs. Effective: Jan 1, 2006	6.3.3 CSPS reports to PSHRMAC on completion of the educational component by participants enrolled in corporate leadership development programs. Effective: Jan 1, 2006	

Roles & Responsibilities - Canada School of Public Service: Required Training

	Design, Development & Delivery of Training	Monitoring & Reporting	Consequences
Required Training General		CSPS reports to PSHRMAC and TBS on the compliance of departments/agencies. Effective: Jan. 1, 2006	
New Employee Orientation	CSPS designs & delivers orientation programs for new employees. Effective: Jan. 1, 2006	6.3.3 CSPS reports to DHs on the successful completion of training by newly appointed employees. Effective: Jan. 1, 2006	
First-time Manager Training	CSPS designs & delivers course and programs for first-time managers. Effective: Jan. 1, 2006	CSPS reports to DHs on the successful completion of training by first-time managers at all levels. Effective: Jan. 1, 2006	
Validation of Knowledge of Existing Managers & Executives	CSPS designs & delivers instruments for assessing knowledge for existing managers & executives. Effective: Jan. 1, 2006	CSPS reports to the designated superiors of existing managers & executives on the results of their knowledge assessment. Effective: Jan. 1, 2006	
Functional Specialists Training	CSPS designs & delivers courses and programs for functional specialists. Effective: Jan. 1, 2006	6.3.3 CSPS reports to DHs on the successful completion by functional specialists of training offered by CSPS. Effective: Jan. 1, 2006	

Roles & Responsibilities – PSHRMAC: All Areas

	Development & Delivery of Training	Monitoring & Reporting	Consequences
General		6.3.4	
		PSHRMAC reports annually on the government-wide implementation of this policy.	
Professional Development		PSHRMAC reviews the policy,	
Leadership		associated directives & standards, and their effectiveness at the five-year anniversary of implementation of the policy.	
Development Programs		PSHRMAC develops a Results-based Management and Accountability Framework relative to this policy.	
New Employee Orientation		Effective: Jan. 1, 2006	
First time Manager Training			
Validation of Knowledge of Existing			
Managers			
Functional Specialists Training			

Roles & Responsibilities – Designated Superiors: All Areas

	Planning and Management	Monitoring & Reporting	Consequences
General			
Professional Development			
Leadership Development Programs			
New Employee Orientation			
First-time Manager Training			
Validation of Knowledge of Existing Managers			7.1 Designated superiors will suspend the delegated authorities of existing managers & executives who have not demonstrated their knowledge of level-specific legal responsibilities. By: Jan. 1, 2007
Functional Specialists Training			, , , , , ,