



PREFACE

- 19.1 The Staff of the Non-Public Funds, Canadian Forces (SNPF) and non-public property (NPP) are administered by the Canadian Forces Morale and Welfare Services (CFMWS) (also referred to as the Employer or the organization in the policies)

APPLICATION

- 19.2 This policy applies to all CFMWS employees, except as otherwise indicated.

APPROVAL AUTHORITY

- 19.3 Chief Executive Officer (CEO) or delegate

OFFICE OF PRIMARY INTEREST (OPI)

- 19.4 Chief Human Resources Officer (CHRO)

ENQUIRIES

- 19.5 All inquiries on the interpretation and application of this policy are to be directed to the HRM or the RMHR and when required, forwarded to the OPI.

DEFINITIONS

- 19.6 The following vocabulary is used throughout this policy:

Coaching (Encadrement) is a training process in which an individual gets guidance while learning to achieve a specific result.

Development (Perfectionnement) is learning that provides advancement of skills or expertise.

Education (Éducation) is an organized learning process to obtain knowledge or develop skills.

Learning (Apprentissage) is the acquisition of new knowledge or modifying and reinforcing existing knowledge intended to change how employees perceive, understand or perform.

Elearning (Apprentissage en ligne) is a delivery method of learning activities by electronic means. It involves the use of a computer or electronic device as a way to provide training or learning activities.

Mentoring (Mentorat) is a developmental partnership through which one person shares knowledge, skills, information and perspective with another person to foster their personal and professional growth.

Training (Formation) is an organized ongoing and adaptive process to teach or develop skills and knowledge.

Corporate Learning and Development (Activité organisationnelle d'apprentissage et de perfectionnement) is any learning or development activity that applies or could apply to more than one Division.

Defence Learning Network (DLN) (Réseau d'apprentissage de la défense [RAD]) is the corporate on-line Learning Management Platform for the CFMWS. The DLN is an enterprise environment for managing, developing and delivering on-line training, as well as for providing the Defence Team with an environment favourable to continuous learning and the sharing of knowledge

Blended learning (apprentissage mixte) is a form of learning in which e-learning is combined with other learning methods such as classroom-based training or self-study.

POLICY OBJECTIVE

- 19.7 Talent Development is one of the components of the CFMWS Talent Management Framework. The objective of this policy is to provide a learning and development framework that:
- a. recognizes and supports learning and development opportunities;
 - b. invests in the learning and development of CFMWS employees; and
 - c. fosters a work environment that is conducive to learning.

GENERAL POLICY

- 19.8 It is the policy of the Employer to value a skilled workforce and promote appropriate learning and development to meet the changing needs of the organization.
- 19.9 Learning and development activities are intended to enhance and promote the knowledge and skills of CFMWS employees thus increasing their value to their Division and the organization as a whole.
- 19.10 Learning is essential for effective job performance, and constitutes an investment to the organization.
- 19.11 Planning of learning activities is necessary and shall happen at a minimum during the Talent Performance discussions to meet changing needs of employees and of the organization. Managers are also encouraged to have realistic, open and honest discussions with their employees regarding potential development activities at least once per year. Employees must play an active role by discussing learning objectives with their managers.
- 19.12 The CFMWS learning and development framework at Annex A outlines the learning and development activities of an employee from the start of employment to retirement. They include:
- a. Organizational Orientation;
 - b. Divisional Integration;
 - c. Talent Development; and
 - d. Transition.
- 19.13 As the functional authority for corporate learning and development, the HR Division is responsible for establishing the standards for corporate learning and development. All corporate learning and development activities must meet the standards as outlined in Annex B. Divisions are also encouraged to use the standards when developing any learning or development activities.
- 19.14 A corporate Learning and Development Forum, composed of representatives of all

Divisions with CFMWS employees, will meet regularly to discuss and collaborate on learning and development activities for the organization.

ORGANIZATIONAL ORIENTATION

19.15 Organizational Orientation is the introductory learning and development stage of the framework. This learning is mandatory and is intended to welcome and support new, rehired or promoted CFMWS employees within the organization.

19.16 Organizational Orientation will be provided for the following:

- a. **Employee** – learning activities for all newly hired or rehired employees to bring awareness and to develop knowledge of programs and services within the organization;
- b. **Manager/Supervisor** – learning activities applicable to all newly hired, rehired or promoted managers/supervisors to develop knowledge and skills on the appropriate way of managing and supervising within CFMWS; and
- c. **Continuous** – learning activities for all employees, including managers/supervisors when required, to develop knowledge and skills of programs and services within the organization as they are implemented and/or evolve.

19.17 The HR Division is responsible for the content and delivery of all learning activities within organizational orientation.

19.18 Operational hours and expenses related to attending organizational orientation activities must be funded by the applicable Division.

DIVISIONAL INTEGRATION

19.19 Divisional Integration is the learning of core technical requirements related to the position and the operations of the Division/work unit.

19.20 Divisions are expected to develop and implement learning activities tailored to their specific needs that offer the knowledge and skills needed for their employees to successfully perform the tasks of their specific positions. As Divisional Integration is position specific, it can vary significantly from one job to another and from one work unit/Division to another.

19.21 Divisional Integration learning activities must be funded by the applicable Division and should be used to supplement the professional qualifications and previous experience that the employee brings to the position.

TALENT DEVELOPMENT

19.22 Talent Development is a longer process of learning in which new skills and knowledge are acquired by various means initiated by the Employer or employee. This can lead to growth within one's position as well as in preparation for potential future career opportunities. As the CFMWS Shared Competencies serve as the foundation for the CFMWS Talent Development Framework, they play a key role in Talent Development.

19.23 Talent Development consists of:

- a. Divisional development;
- b. Corporate development; and
- c. Professional development.

DIVISIONAL DEVELOPMENT

- 19.24 Divisional development refers to learning activities that complement an employee's professional learning within their current role and development for potential opportunities within the Division. Types of development activities include conferences, workshops, clinics and seminars.
- 19.25 These development activities, when provided, are funded by the Division once approved by the applicable delegated authority.

CORPORATE DEVELOPMENT

- 19.26 Corporate development refers to organizational learning activities that apply or could apply to more than one Division and that assist employees to enhance their skills and expertise while supporting organizational objectives. It also includes learning activities related to the CFMWS Shared Competencies.
- 19.27 The CFMWS Corporate Leadership Development Program is a component of Corporate Development. It provides a progressive and integrated approach to develop leadership/management skills for eligible employees. It offers and promotes learning and development activities and initiatives to enhance the quality of their management and leadership within the organization.
- 19.28 These development activities, when provided, may be funded corporately and/or by the Division once approved by the applicable delegated authority.

PROFESSIONAL DEVELOPMENT

- 19.29 Professional development refers to any professional learning activities that assist employees to enhance their career within the organization while supporting the organization's strategies, objectives, and goals.
- 19.30 CFMWS employees who wish to learn may enroll in professional developmental activities that are related to advancement and growth within the organization. Such activities may be eligible for corporate financial assistance under the Tuition Reimbursement Program as outlined in Annex C.
- 19.31 CFMWS employees who wish to pursue professional learning in an advanced capacity, may apply for financial assistance and management support under the Advanced Learning Program (ALP) as outlined in Annex D.

TRANSITION

- 19.32 Transition learning refers to activities that assist CFMWS employees in preparation for transition to a new position and/or location within the organization. These activities can also assist employees in their transition towards retirement or a return to employment from an extended absence.
- 19.33 Transition learning activities that are provided may be funded corporately and/or by the Division once approved by the applicable delegated authority.

AUTHORITIES

19.34 The levels of accountability are as follows:

- a. CHRO is responsible for:
 - i. administering the Learning and Development policy. This responsibility includes the authority to respond to related complaints and enquiries;
 - ii. exercising functional authority for corporate learning and development activities;
 - iii. managing programs and budget for Tuition Reimbursement Program and ALP; and
 - iv. managing programs and budget for corporate development activities.
- b. Division Heads are responsible for:
 - i. demonstrating their commitment to learning and supporting employees' development, as appropriate;
 - ii. ensuring learning and development activities within their Division adhere to this policy;
 - iii. reviewing individual ALP applications and making recommendations as appropriate
 - iv. managing their respective Division's Learning and Development programs and budget; and
 - v. approving time away and/or funding required for learning and development activities, as appropriate.
- c. The Human Resources Advisory Committee (HRAC) is responsible for:
 - i. reviewing and approving Tuition Reimbursement Program applications and authorizing up to the maximum amount; and
 - ii. reviewing and approving ALP applications.
- d. The Learning and Development Forum is responsible for:
 - i. sharing information regarding Divisional learning and development activities;
 - ii. collaborating on cross-Divisional learning and development requirements;
 - iii. providing input, feedback and recommendations regarding corporate learning and development standards and activities;
 - iv. reviewing corporate learning opportunities and evaluating them against the corporate learning and development standards; and
 - v. promoting and supporting access to quality learning and development activities for CFMWS employees.
- e. Managers are responsible for:
 - i. supporting employees by providing time and opportunities to pursue learning and development;
 - ii. engaging in discussions with their employees about their learning and development objectives at least once per year;
 - iii. establishing learning plans and development objectives with their employees and ensuring they complete mandatory training within the required timeframes;
 - iv. reviewing Tuition Reimbursement Program applications and making recommendations as appropriate;

- v. reviewing ALP applications and making recommendations as appropriate; and
 - vi. recommending time away and/or funding, as appropriate.
- f. Employees are responsible for:
- i. investing in their training/education and incorporating it into their everyday approach to work;
 - ii. completing mandatory training within the required timeframes;
 - iii. fulfilling the requirements of the Tuition Reimbursement Program, when applicable;
 - iv. fulfilling the requirements of the ALP, when applicable;
 - v. discussing their learning and development objectives with their manager; and
- g. HRMs are responsible for:
- i. providing guidance to local managers and employees;
 - ii. monitoring the application of this policy as applicable;
- h. RMHRs are responsible for providing guidance to managers on the application of this policy;
- i. Talent Programs Office is responsible for:
- i. providing guidance to Divisional managers, and HR personnel regarding learning and development;
 - ii. researching, assessing, evaluating, and recommending learning and development initiatives;
 - iii. identifying corporate requirements and common knowledge for CFMWS employees;
 - iv. reviewing and evaluating learning initiatives to determine whether they fall under the scope of corporate learning and development;
 - v. reviewing corporate learning and development activities to ensure they meet corporate standards;
 - vi. monitoring the application of Tuition Reimbursement Program and ALP as well as keeping track of commitments, expenditures and requests for reimbursement; and
 - vii. coordinating the activities of the HRAC as they relate to this policy; and
 - viii. Chairing and managing the activities of the L&D Forum to ensure they meet their mandate.
- k. The HRIS Section is responsible for:
- i. loading approved e-learning content to the corporate e-learning platform (for e.g. MYTALENT);
 - ii. providing advice and guidance to divisions on the use of the corporate e-learning platform for divisional learning activities and client interactions; and
 - iii. providing maintenance and support of the corporate e-learning platform.
- l. The appropriate CFMWS Accounting Office is responsible for processing the payment for reimbursement of Tuition Reimbursement Program and ALP expenses received from the Talent Programs Office.

REFERENCES

19.35 The following legislation and forms are relevant to the content of this policy:

- *Income Tax Act*
- Tuition Reimbursement Program Application Form
- Advanced Learning Program Application Form

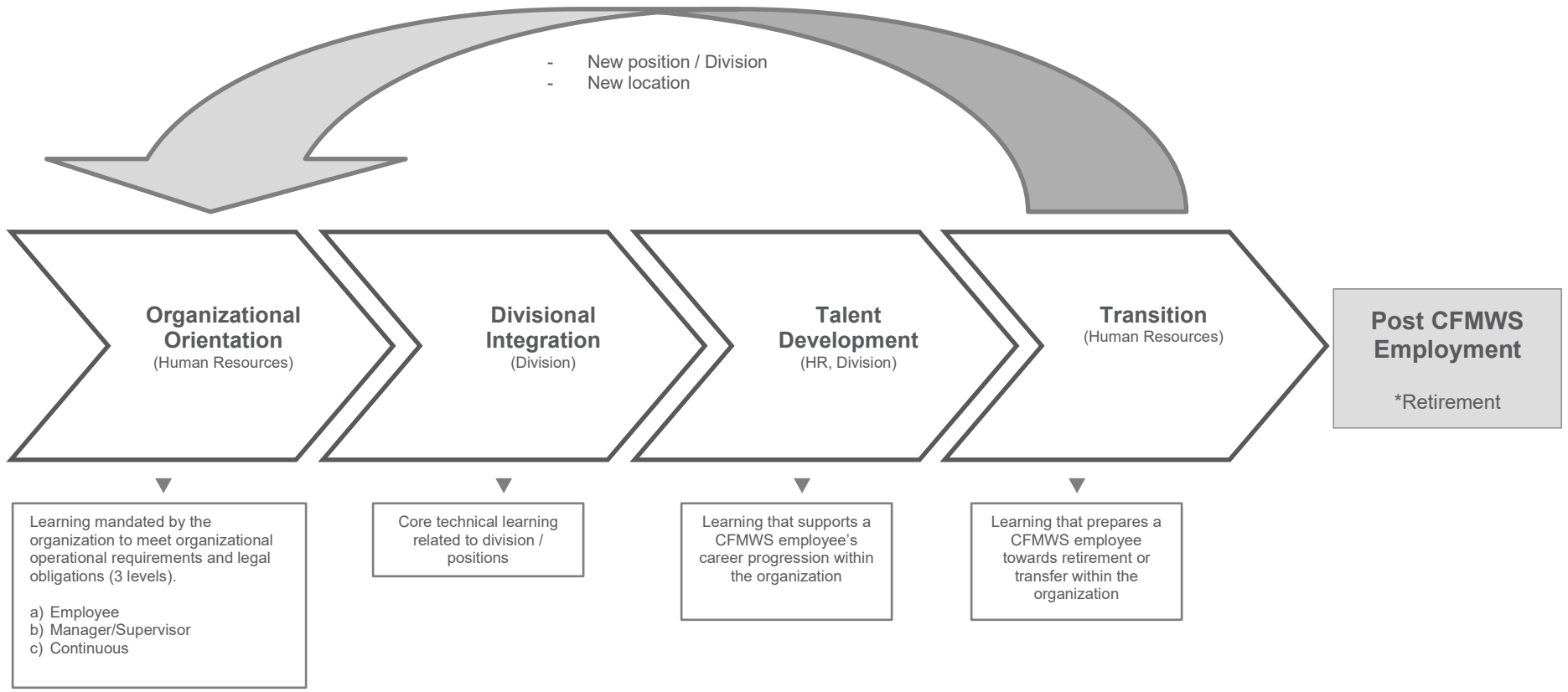
ANNEXES

19.36 The attachments listed below are part of the present policy:

- Annex A: CFMWS Learning and Development Framework
- Annex B: Corporate Learning and Development Standards
- Annex C: Tuition Reimbursement Program
- Annex D: Advanced Learning Program

ANNEX 19-A

LEARNING AND DEVELOPMENT FRAMEWORK



ANNEX 19-B

CORPORATE LEARNING AND DEVELOPMENT STANDARDS

- B.1 The objective of this Annex is to outline the standards for Corporate Learning and Development activities and the oversight mechanisms used to ensure compliance with these standards.
- B.2 Corporate Learning and Development refers to organizational learning activities that apply or could apply to more than one Division.
- B.3 The purpose of the Corporate Learning and Development standards is to ensure that all corporate learning activities are appropriate, reasonable, effective and reflective of adult learning principles. Accordingly, all Corporate Learning and Development activities and initiatives must adhere to the standards outlined in this Annex. Divisions are also encouraged to use these standards when developing any learning or development activities.

DEFINITIONS

- B.4 The following vocabulary is used throughout this policy:
 - a. Functional Authority for Corporate Learning and Development is the authority of the Human Resources Division to propose actions and recommend amendments as required relating to corporate learning & development, to approve all learning & development activities falling within the Corporate scope and to reject any corporate learning & development activities that do not align with these standards.
 - b. Corporate Learning & Development is defined as any learning or development activity that applies or could apply to more than one Division. It includes:
 - i. Learning activities that relate to the corporate responsibilities that support operational functions (e.g. people management, financial management, information management, values and ethics, harassment prevention, conflict management, the NPP Financial Delegated Authorities and Contracting Certification, etc.);
 - ii. Learning that relates to the CFMWS Shared Competencies; and
 - iii. Learning that is designed to align with corporate objectives and direction.
 - c. Compliance Learning is defined as the process of educating employees on organization policies, procedures, standards or rules that apply to their day-to-day job. Compliance learning may include a wide range of topics including but is not limited to harassment prevention, fraud prevention, talent management, security awareness and codes of conduct.
 - d. Legislated Learning is defined as the process of educating employees on laws and regulations that apply to their day-to-day job. Legislated learning may include but is not limited to topics such as Occupational Health and Safety, Employment Equity, Official Languages, Employment Accommodation, Access to Information and Privacy.

LEARNING CATEGORIES

- B.5 There are two (2) categories of Corporate Learning & Development initiatives: Mandatory and Supplementary.
 - a. Mandatory training refers to any type of learning/training that employees must complete as part of their job. Mandatory training includes but is not limited to Orientation, Occupational Health and Safety and the NPP Financial Delegated Authorities and Contracting Certification.

- b. Supplementary training refers to any type of optional learning activities that employees may complete to enhance their knowledge, skills or expertise.

CORPORATE LEARNING AND DEVELOPMENT STANDARDS

- B.6 There must be a clearly defined purpose that is relevant to the learning and development needs of the organization and the work of the learners. A needs assessment should be conducted to ensure the creation of purposeful learning and development activities.
 - a. Alignment: The learning and development activities must support or align with organizational strategies, objectives and/or direction.
 - b. Subject matter expert (SME) involvement: To ensure organizational consistency and clarity, the learning activity can only be carried out or approved by that SME.
 - c. Category: It is necessary to determine whether the learning and development activity is mandatory or supplementary.
 - d. Frequency: It is necessary to determine whether the learning and development activity is a one-time event, continuous, ad-hoc, recurring or periodic.
 - e. Audience: It is necessary to determine the criteria to establish to whom the learning applies.
 - f. Learning objectives: There must be clearly defined objectives with a level of complexity that is relevant to the learning needs of the organization and the work of the learners. The objectives should clarify what the participants will learn and for what goal or result.
 - g. Content/materials: The content of and/or materials for the activity must be relevant to the achievement of the learning objectives.
 - h. Compatibility with adult learning principles: All corporate learning and development activities must be compatible with adult learning principles.
 - i. Delivery method: The delivery method (e.g. instructor-led vs. self-directed and virtual vs. face-to-face, etc.) should be reasonable, efficient and effective considering criteria such as but not limited to the purpose, the category, the frequency, the subject and content of the learning, the cost, the duration, the number of participants, and the expected interactions amongst learners and between learners and facilitators.
 - j. Cost: It is necessary to establish the cost of the learning activity. The assessment should include the cost to acquire any materials/content, the time investment to develop and deliver the activity as well as the time commitment of the learners to successfully complete the activity.
 - k. Implementation plan and timelines: The implementation plan timelines (both short term and long term) should be set in a reasonable and achievable manner, with consideration given to operational requirements. The plan should establish how the activity will be initially rolled out, how future and existing learners will be identified and directed to the activity and whether the activity should be incorporated into an existing corporate learning and development activity (e.g. employee orientation, manager/supervisor orientation).
 - l. Assessment of the learning: It is necessary to assess whether and how the learning objectives have been achieved by the participants (e.g. quiz, self-check, test, on the job assessment, etc.).
 - m. Record keeping: It is also necessary to establish if and how the learning will be tracked, recorded, reported and monitored.
 - n. Evaluation of the learning activity: It is important to ascertain how the learning and development activity will be assessed to ensure it is meeting its intended purpose, value and return on investment to the organization.

- o. Maintenance: With the exception of one-time learning and development activities, there must be a plan and process to ensure ongoing review and maintenance of the activity in order to ensure it remains relevant and up-to-date.
- B.7 Additional information regarding the Corporate learning and Development Standards can be obtained by consulting the Talent Programs office.

OVERSIGHT OF CORPORATE LEARNING AND DEVELOPMENT ACTIVITIES

- B.8 Whenever a Requestor wishes to implement any corporate or divisional learning or development activity, they must first contact the Talent Programs Office (TPO) to discuss their proposed initiative to determine whether a learning requirement exists.
- a. The TPO will evaluate the learning opportunity to determine if it falls within the scope of corporate learning and development.
 - b. Based upon the assessment of the proposed activity, the TPO may propose actions or recommend amendments to the opportunity and/or advise that the opportunity does not fall within corporate scope, align with corporate learning priorities or this standard.
 - c. If the TPO concludes that the learning requirement falls within the scope of divisional learning, the TPO will advise the requestor that they may proceed with their divisional learning initiative subject to any required funding or approvals necessary to carry out the learning activity.
 - d. If the TPO assesses that the learning and development opportunity falls within corporate scope, the Learning and Development Forum will be asked to provide feedback on the activity.
 - e. The TPO will then finalize its evaluation to ensure the learning opportunity meets the Corporate Learning and Development standards.
 - f. Once a corporate learning and development opportunity has final approval by the TPO, the requester will be advised and may proceed with the creation and implementation of the proposed activity, subject to any required funding or approvals necessary to carry out the learning activity.

ANNEX 19-C

TUITION REIMBURSEMENT PROGRAM

- C.1 The Tuition Reimbursement Program offers an opportunity for eligible employees to apply for financial assistance for eligible courses that may aid them to qualify for other positions within CFMWS.

ELIGIBILITY

- C.2 All indeterminate or temporary full-time and part-time employees, who meet the following eligibility criteria may apply for this program when:
- a. they have completed their probationary period;
 - b. they are actively at work or on leave for which they continue to accrue length of service;
 - c. they have obtained the recommendation and support of their direct Supervisor / Manager to apply for financial assistance under this program;
 - d. they are employed with the organization for the duration of the course;
 - e. they agree to actively work for the organization as either a part time or full-time employee for at least 12 months following the date on which they successfully complete the course; and
 - f. they agree to use their newly acquired knowledge for the benefit of the organization in any manner that may be determined by the organization.
- C.3 Courses that may be approved for financial assistance under this program are those that are either listed in the qualification requirements of other positions within the organization or clearly linked to the organization's current programs and services. They include:
- a. courses and fees for graduate degree programs;
 - b. university or community college credit courses leading to an appropriate certificate, diploma, or degree;
 - c. recognized professional association courses leading to a certification, designation or license; and
 - d. technology or trade courses offered through community colleges or institutions that form part of a program leading to an appropriate diploma or certificate of qualification or a post-diploma or post-graduate level course.
- C.4 The following courses/activities are not eligible for financial assistance under this program:
- a. mandated courses provided through established programs within the organization;
 - b. workshops, seminars, conferences and clinics;
 - c. second language training;
 - d. learning and development activities unrelated to the organization's programs and services;
 - e. mandated courses that are a requirement or pre-requisite for the current position (e.g. courses required to obtain a mandatory qualification listed in the job description, etc);
 - f. learning and development activities that are determined by the division or manager/supervisor to assist employees to successfully perform tasks of their current position; and
 - g. courses that are approved to be reimbursed under the Advanced Learning Program.

- C.5 Tuition Reimbursement Program does not subsidize the costs of typing, printing, late registration, supplementary examination fees, course-related interest payments, memberships, locker, meals, transportation, accommodation, parking, care-giving, calculators, equipment, clothing, course exemption fees, or for supplies such as pens, pencils, notebooks, binders, paper, USB sticks, related software and hardware not specified as a course requirement.

APPLICATION PROCESS

- C.6 Employees who wish to apply for financial assistance under this program must submit a request for approval by completing and submitting the Tuition Reimbursement Program Application Form available at Appendix 1, with the required supporting signatures, to the TPO.
- C.7 Applications may be submitted at any time in the year. They will be reviewed and considered for approval on a quarterly basis as per the following:
- Courses must be submitted within the fiscal year that the course will be taken; or
 - Courses that an employee has taken must be submitted within six (6) months of successful course completion.

APPROVAL PROCESS

- C.8 Four (4) times a year (generally in April, July, October and January of each year), the TPO will compile all completed applications received and submit them for consideration and approval by the HRAC based on the eligibility criteria and availability of funds.
- C.9 Employees will be advised whether their application was approved or not and the maximum amount of financial assistance they can claim for the approved course.
- C.10 The maximum amount of tuition reimbursement that an employee may be approved to claim under this program in a fiscal year (1 April to 31 March) is:
- \$ 1,000 for part time employees; and
 - \$ 1,500 for full time employees.

The HRAC has the authority to approve up to the maximum amount.

REIMBURSEMENT PROCESS

- C.11 Employees are responsible to pay for their tuition fees and other related costs.
- C.12 Requests for reimbursements must be submitted within four (4) months of successful completion of the course or within thirty (30) days of notification of approval of the course by the HRAC, whichever occurs later.
- C.13 All claims for reimbursement must include a completed Tuition Reimbursement Program Application Form including all supporting documents listed on the form.
- C.14 Reimbursement claims will be reviewed by the TPO to determine if the claim is complete. The TPO will then forward the claim to Finance Division for reimbursement.
- C.15 As the Tuition Reimbursement Program is intended to aid employees to qualify for potential future jobs within the organization, reimbursement of tuition expenses under this program is intended to benefit the organization and therefore is not considered a taxable benefit to the employee.
- C.16 Employees are not entitled to claim the non-refundable tuition or education tax credit on their tax return for those portions of the fees reimbursed by the Employer.

- C.17 If an employee receives financial assistance under the Tuition Reimbursement Program and does not actively work for the organization as either a part time or full time employee for a period of at least 12 months following the date of successful course completion, the employee will be indebted to the Employer for the percentage of the funds determined as follows:

$$\left(\begin{array}{c} \text{Total amount} \\ \text{of financial} \\ \text{assistance} \\ \text{received} \end{array} \right) \times \left(\begin{array}{c} \text{Percentage of} \\ \text{remaining period} \\ \text{to be worked} \\ \text{following the} \\ \text{receipt of the date} \\ \text{of successful} \\ \text{course completion} \\ \hline \end{array} \right) = \text{Total Amount} \\ \text{indebted to the} \\ \text{Employer}$$

If the Employer terminates the employee's employment for no-fault reasons, the employee will not be required to reimburse the Employer for any amount of reimbursement paid to the employee under the Tuition Reimbursement Program.

SUPPORTING DOCUMENTS

Tuition Reimbursement Program Application Form (On CORE)

ANNEX 19-D

ADVANCED LEARNING PROGRAM

- D.1 The Advanced Learning Program (ALP) offers an opportunity for eligible employees to apply for financial assistance for educational expenses and management support for academic programs that may aid them to qualify for future positions within the organization.

ELIGIBILITY

- D.2 All indeterminate employees who meet the following eligibility criteria may apply for this program:
- a. they have completed their probationary period;
 - b. they have completed their assessment period in their current position if applicable;
 - c. they have completed a minimum of three (3) continuous years of employment with the organization;
 - d. they are actively at work or on leave for which they continue to accrue length of service;
 - e. they have discussed with their direct supervisor/manager and included this objective in their most recent Talent Performance form;
 - f. they have obtained the recommendation and support of their direct supervisor/manager to apply for financial assistance under this program;
 - g. they have obtained the recommendation and support from their Division Head to apply for this program;
 - h. they are employed with the organization for the duration of their program of study;
 - i. they agree to actively work for the organization for at least the period of time calculated in accordance with para 19 D.13 of this policy following the completion of the program of study; and
 - j. they agree to use their program of studies for the benefit of the organization, in any manner that may be determined by the organization.
- D.3 Advanced learning programs that may be approved under this program are those that are either listed in the qualification requirements of existing positions within the organization or clearly linked to the organization's current programs and services. They include, but are not limited, to:
- a. Doctorate, masters graduate degree; and
 - b. programs required to obtain a professional designation.
- D.4 ALP does not subsidize the costs of typing, printing, late registration, supplementary examination fees, course-related interest payments, memberships, locker, meals, transportation, accommodation, parking, care-giving, calculators, equipment, clothing, course exemption fees, or for supplies such as pens, pencils, notebooks, binders, paper, USB sticks, related software and hardware not specified as a course requirement.

APPLICATION PROCESS

- D.5 Employees who wish to apply for the ALP must complete and submit the ALP Application Form on CORE with the required supporting signatures and documents to the TPO. Employees are also encouraged to apply for the Tuition Reimbursement Program in case they are not selected for the ALP.

- D.6 To obtain Division Head recommendation and support, employees must submit a completed application through their division chain of command.
- D.7 Employees may apply for the ALP anytime throughout the year for any academic programs that they are taking or will take; **however, applications must be submitted by 1 April to be considered.**

APPROVAL PROCESS

- D.8 Once a year (approximately May of each year), the Tuition Reimbursement Program will compile all applications for the HRAC to review and approve ALP applicants.
- D.9 Employees who are selected for the ALP, will be advised verbally by the TPO followed by a letter of the HRAC members' decision and of the amount of financial assistance they have been approved to claim under this program. HRAC decisions are final.
- D.10 Employees who are not selected for the ALP will be advised by the TPO by letter of the HRAC members' decision. Employees not selected may submit a request under the Tuition Reimbursement Program for financial assistance on a course by course basis.

ENROLLMENT

- D.11 Once the employee has received the written confirmation of his/her approval into the ALP, they can enroll in the ALP by signing and returning the Educational Agreement that will be provided to them by the TPO.

PROVISION

- D.12 Subject to the availability of funds, the maximum amount of educational assistance that an employee enrolled in the ALP may be approved to claim under this program is up to a maximum of \$ 30,000 for the entirety of the program. No further applications will be accepted from the same employee once they have reached the maximum financial amount of \$ 30,000 for ALP through their entire employment with CFMWS.
- D.13 An employee who is enrolled in the ALP is not eligible to receive any other subsidy or financial assistance from their division or Employer, this includes for travel and from Tuition Reimbursement Program.

POST ALP SERVICE

- D.14 Following the completion of the program of study, an employee who enrolled in the ALP and claimed reimbursement of educational expenses under this program must actively work for the organization for at least a period of time calculated as follows:

$$\left(\frac{\text{Total amount of financial assistance received (\$) X 5 years}}{\$30,000} \right) = \text{Post-ALP Service (yrs)}$$

PROGRESS REPORT

- D.15 ALP enrolled participants will be required to submit regular progress reports and a final report on program completion to the TPO. The schedule of report submissions will be outlined in the Educational Agreement. If an employee fails to meet the requirements of the ALP, their

enrollment in the program will end in which case they will not be eligible to claim any further reimbursement under this program.

- D.16 In exceptional circumstances, an employee may request to temporarily suspend their enrollment in the ALP. In the event the request is granted, the Employer and employee will confirm the period of the temporary suspension in writing and the employee will only be eligible to claim reimbursement for the expenses incurred for course requirements completed prior to the suspension and after the employee has resumed the program.

REIMBURSEMENT PROCESS

- D.17 Employees are responsible to pay for their tuition fees and other related costs. Once enrolled in the ALP, requests for reimbursements must be submitted to the TPO.
- D.18 All claims for reimbursement must include:
- approved ALP Application Form;
 - proof that payment was made prior to submitting the request application for reimbursement (i.e. receipt); and
 - payment for courses or related program fees as indicated in para 19 D.3 and stipulated in the Educational Agreement.
- D.19 ALP reimbursement requests will be reviewed by the TPO to determine if the application is complete before forwarding them to Finance for reimbursement.
- D.20 As the financial assistance under this program is intended to aid employees to qualify for potential future job opportunities within the organization, reimbursement of educational expenses claimed under this program is not considered a taxable benefit.
- D.21 Employees are not entitled to claim the non-refundable tuition or education tax credit on their tax return for those portions of the fees reimbursed by the Employer.

REPAYMENT OF ALP FUNDS

- D.22 Should an employee resign or otherwise voluntarily leave their employment with the Employer or should the employee's employment with the Employer be terminated for cause before they have fulfilled their post-ALP service as outlined in paragraph 19 D.13 of this policy, the employee will be indebted to the Employer for any amount of financial assistance or reimbursement provided to them under the ALP, which shall be pro-rated to account for any amount of post-ALP service already completed. In that event, the Employer will pursue reimbursement from the employee to the extent permitted by law. The pro-rated amount will be calculated as follows:

$$\left(\begin{array}{c} \text{Total amount} \\ \text{of financial} \\ \text{assistance} \\ \text{received} \end{array} \right) \times \left(\frac{\begin{array}{c} \text{Total post-} \\ \text{ALP service} \\ \text{remaining} \end{array}}{\begin{array}{c} \text{Post-ALP} \\ \text{service} \\ \text{required} \end{array}} \right) \times \frac{100}{100} = \text{Repayment Amount}$$

- D.23 Should the Employer terminate the employee's employment for no-fault reasons, the employee will not be required to reimburse the Employer for any amount of financial assistance or reimbursement paid to the Employee under the ALP.