

## Human Resource Policies and Guidelines

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**Section:** 1      **Human Resource Management and Development**

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**Subsection:** 1.5      **Manitoba Civil Service Learning Policy**

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**Type:**      **Policy**

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**Effective Date:**      **August 1, 2018**

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### **POLICY**

The Manitoba government is committed to supporting the continuous learning of all employees and to creating an environment that encourages and recognizes the value of both informal and formal learning.

### **RATIONALE**

Excellence in service delivery to the citizens of Manitoba requires a skilled and competent civil service. To that end, the Manitoba government must commit to developing and maintaining the talent of its employees.

The intent of the learning policy is to:

- Create an environment that promotes learning, innovation and the transference of knowledge
- Create a learning organization in which employees learn with and through others, with all learning aligned with department goals and individual career aspirations
- Provide departments and employees with a model for implementation of the policy through individual learning plans and development conversations

### **APPLICATION**

This policy applies to all Manitoba government employees including managers and executive managers. All employees will have a learning and development plan, will participate in development conversations, and will revise/update the plan annually.

### PRACTICES

- Learning and development activities outlined in learning plans will meet employees' development needs as well as department's operational objectives, while remaining consistent with the purpose, goals and responsibilities outlined in the policy.
- Learning is a shared responsibility between departments and their employees. There is mutual obligation and commitment. The department will provide an environment that encourages the acquisition and application of learning. Employees will take charge of their own growth and development.
- Every employee will have a learning plan that identifies their development needs and establishes goals to meet those needs. A learning plan will be reviewed annually to ensure development is continuous, planned and focused on individual and department needs and to revise goals or continue to strengthen current goals.
- Implementation should reflect the principles of adult learning, which include recognizing prior knowledge and experience, setting learning goals together, selecting the most effective means to meet those objectives and treating the learner with respect.
- Informal and formal learning activities should be included in learning plans with priority given to the informal learning that occurs when employees have the chance to learn from work experience and from relationships or connections with others. Generally, about 80% of the development activities in a learning plan should be informal and may include self-directed learning, special projects/ assignments, participation on working committees, mentoring, coaching and networking. Formal learning activities such as workshops and courses are important, too, and generally comprises about 20% of the development activities in a learning plan.
- Prospective retirees are a valuable resource and should be encouraged to continue developing and enhancing their skills ensuring their careers continue to be productive and personally meaningful and to look for areas to transfer their skills and knowledge to others. Leave a Legacy plans give these employees a tool for planning how and where to transfer skills and knowledge.

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- Development conversations will take place annually between the employee and the manager to review the employee's learning plan, to recognize progress and achievements, to identify solutions to development challenges encountered or anticipated, and to discuss the department's vision, priorities and goals. These conversations should be positive and used to help focus the development of the employee, as well as ensuring the development will benefit the department goals. Managers will advise of informal and formal development opportunities that might support their learning goals
- In addition to annual development conversations, every employee should be encouraged to ask questions, make comments and express concerns.
- Learning opportunities across divisions and across departments are encouraged.
- Learning plans should support department priorities and goals and should form the basis of development approved for an employee. Plans may also form the basis for determining future requirements for employee needs and development.

### **ROLES AND RESPONSIBILITIES**

#### **Employees**

- Accept responsibility for their own learning throughout their career with the Manitoba government.
- Prepare learning plans that are beneficial to their professional growth and to the goals of their department and the Manitoba government.
- Transfer their knowledge and skills to their jobs and their co-workers as opportunities arise.
- Look for informal learning opportunities to support department growth and efficient and effective public service.

#### **Managers**

- Encourage and support continuous learning by providing opportunities for employees to prepare learning plans, to participate in relevant development activities, apply new learning in the workplace and share their new knowledge and skills with co-workers.

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- Monitor department and workplace priorities; identify and assign the talent needed to meet those priorities accordingly.
- Regularly communicate the department's vision, goals and priorities, and clarify expectations of each employee to meet goals.
- Clearly communicate all information of relevance to an employee's position and recognize, formally and informally, their talents and contributions to the success of the department.
- Contribute to the ongoing development of a workplace environment that welcomes learning by showing respect for different experiences, perspectives, and opinions, and ensures the transference of learning to the job.
- Help employees by reviewing their learning plans annually and through informal conversations, and scheduled development conversations; removing barriers and reviewing progress.
- Demonstrate continuous learning by having their own current learning plan.

### **Departments**

- Oversee and guide the process of implementing the Learning Policy within the department.
- Demonstrate commitment to continuous employee development by ensuring and developing a cadre of departmental Learning Champions to support the implementation of the learning policy within the department.
- Ensure that management has the necessary tools and support to implement the Learning Policy.
- Ensure that employees receive information on current and upcoming development opportunities (informal and formal) that support the goals and activities outlined in their learning plans.

### **Civil Service Commission**

- Provides government-wide communication of the Learning Policy and assists departments with implementation. Assistance may include consultation and provision of resources to support departmental Learning Champions.

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- Advises departments on smart practices for implementing the Learning Policy.
- Leads the administration and development of the corporate Learning Champions network.

### **Human Resources**

- Work with managers to support the implementation of strategies that reinforce the departments learning climate.
- Support the implementation of the policy through participation in the Learning Champions network.

### **OTHER RESOURCES**

*Learning Plan Tool Kit (Civil Service Commission)*

<http://www.internal/csc/learning/toolkit.html>

*Guide to Developing Your Learning Plan (Civil Service Commission)*

[http://www.internal/csc/pdf/guide\\_develop\\_learning\\_plan.pdf](http://www.internal/csc/pdf/guide_develop_learning_plan.pdf)

*Managers' Guide to Online Learning*

[http://www.internal/csc/osd\\_info/OSD-managers\\_guide\\_to\\_online\\_learning.html](http://www.internal/csc/osd_info/OSD-managers_guide_to_online_learning.html)

### **AUTHORITY**

Civil Service Commission, original developed 2003-2006

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Owner: Civil Service Commission

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