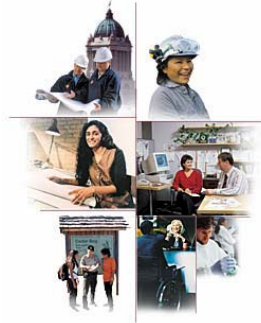


# Manitoba Civil Service Learning Policy

The Government of Manitoba 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.



## Goals

1. To create an environment that promotes learning, innovation and the transference of knowledge
2. To connect learning to both department goals and career aspirations, thereby ensuring continuous service improvement and ongoing professional excellence
3. To provide departments and employees with a process and model for creating learning plans

## Guidelines

1. Each department should implement the Learning Policy in a manner that suits best their operational objectives, while remaining consistent with the purpose, goals and responsibilities outlined in the policy.
2. Implementation should reflect the principles of adult development which include recognizing prior knowledge and experience, setting learning objectives, selecting the most effective means to meet those objectives and treating the learner with respect.
3. Learning is a shared responsibility between departments and their employees. There is a mutual obligation. The department is obligated to provide an environment that encourages the acquisition and application of learning. The employee is obligated to take charge of their own growth and development.
4. Every employee should have a learning plan that identifies their development needs and establishes goals to meet those needs. When the goals have been attained, a new learning plan should be developed to ensure development is continuous, planned and focused.
5. Learning plans should support department priorities and goals and should form the basis of training and development approved for an employee. Plans may also form the basis for determining future requirements for training and development.

6. Prospective retirees are a valuable resource and should be encouraged not only to continue developing and enhancing their skills but to look for areas where their skills and knowledge can be transferred to others. Learning plans give these employees a tool for planning how and where skills and knowledge will be transferred, and for ensuring their careers continue to be productive and personally meaningful.
7. 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, for example, secondments, special projects/ assignments, participation on working committees, mentoring, coaching and networking. Formal learning activities such as workshops and courses are important, too, and may comprise about 20% of the activities in a learning plan.
8. Learning opportunities across divisions and across departments are encouraged.
9. Development conversations should be held 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 to increase the probability that the development will benefit the department.
10. In addition to annual development conversations, every employee should be encouraged to ask questions, make comments, voice concerns and be informed of upcoming informal and formal development opportunities that may impact their learning objectives.

## **Roles and Responsibilities**

### **Civil Service Commission**

1. Provides government-wide communication of the Learning Policy and assists departments with developing their approach to implementing it. Assistance may include consultation, training, and facilitation as well as access to resources such as the Manitoba Corporate Competency Catalogue, the Competency Development Guide for Employees, and Leadership at All Levels – A Guide to Developing Leaders in the Manitoba Civil Service.
2. Advises departments on smart practices for implementing the Learning Policy.

3. Monitors the overall implementation of the Learning Policy, identifies and responds to issues as they arise, and prepares progress reports for the Renewal Strategy Annual Report.

### **Departments**

1. Oversee and guide the process of implementing the Learning Policy within the department.
2. Monitor the department's experience with the Learning Policy and coordinate the preparation of an annual summary report outlining successes, challenges and recommendations for change. The report will be shared with the CSC and used in compiling the Renewal Strategy Annual Report.
3. Ensure that management has the necessary tools and support to implement the Learning Policy.
4. 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.

### **Managers**

1. Monitor department and workplace priorities, and identify the talent needed to meet those priorities.
2. Clearly and regularly communicate the department's vision, goals and priorities, and what is expected of each employee.
3. 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.
4. Contribute to the ongoing development of a workplace environment that welcomes learning by showing respect for different experiences, perspectives, and opinions, and encouraging the transference of learning to the job.
5. 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.
6. Help employees by reviewing their learning plans as they are being prepared annually, through scheduled and informal conversations, reviewing progress and removing barriers.
7. Demonstrate continuous learning by preparing and completing their own learning plans.

## **Employees**

1. Accept responsibility for their own learning throughout their career in the Manitoba Civil Service.
2. Prepare learning plans that are beneficial to their professional growth and to their department.
3. Plan for opportunities to transfer their knowledge and skills to their jobs and their co-workers.

## **Human Resources**

1. Develop and apply their skills in providing expert support and advice to management and employees as they prepare learning plans and select appropriate development options.
2. Prepare reports describing the department's ongoing progress with regard to implementing the Learning Policy. The reports may be used by departments to assess the effectiveness of learning plans and to map out future development activities within the department.
3. Recommend and support the implementation of strategies that reinforce the department's learning climate.

## **Supporting Resources**

[Employee Workbook - Developing a Learning Plan](#) (Civil Service Commission)

[Manager's Guide to Development Conversations](#) (Civil Service Commission) –

*The Civil Service Renewal Strategy acknowledges the contributions made by the departments of Education, Citizenship & Youth and Advanced Education & Training in the development of this corporate policy*