

GENERAL ADMINISTRATION MANUAL

VOLUME 3: HUMAN RESOURCES POLICIES

TITLE: Learning Organization Policy

EFFECTIVE: August 16, 2007

1 Authority

This policy is issued under authority of Cabinet Minute No. 07-14 dated August 16, 2007.

2 Application

This policy applies to all departments and corporations of the Yukon government and applies to all employees appointed under the *Public Service Act*.

3 Purpose

The purpose of this policy is to provide for a flexible approach in the support of learning to improve government processes, services, communications and adaptability to meet the changing needs of the Yukon. A learning organization supports continuous learning at all levels of the organization, which helps to sustain a culture of learning, communication and adaptability.

4 Principles

Learning is accessible to employees within all professions, occupations and classifications through a variety of methods.

The Yukon government accommodates a variety of employee learning styles and individual needs not limited to accreditation.

The Yukon government is a learning organization where organizational processes shift, develop and evolve in response to individual and group learning.

Learning is a shared responsibility of employees, supervisors and leaders. Learning benefits individuals, supervisors, work units and the organization as a whole.

Learning is an investment by the government and can result in improved communications, operations, relationships and service delivery when applied to the workplace.

5 Responsibilities

- 5.1 All employees of the Yukon government are responsible for:
- creating a culture of learning by recognizing and encouraging improvement in the organization;
 - incorporating learning objectives and timelines into planning, such as performance planning; and
 - holding one another accountable for promoting learning in the pursuit of better service, efficiency and well-being.
- 5.2 Individuals are encouraged to:
- take the initiative for setting and meeting their personal and career goals;
 - invest their time and energy in learning; and
 - apply their knowledge and skills towards improving their work and their relationships.
- 5.3 Managers and Deputy Ministers are responsible for:
- helping their departments fulfill their mandate now and in the future;
 - supporting employees and managers in learning on and off the job;
 - looking for fair, creative and cost-effective solutions to meeting learning goals;
 - recognizing that learning contributes to the continuous improvement of the Yukon government; and
 - fostering and upholding the Yukon government as a learning organization.
- 5.4 Departments and the Public Service Commission are responsible for providing and advocating for learning opportunities. The Public Service Commission is responsible for keeping the policy current.

6 Programs

One of the elements of a learning organization is programs and funding, which may be supported by the collective agreement. Learning programs will outline relevant application processes, objectives and other considerations in accordance with the following:

- 6.1 The Yukon government supports learning programs and funding based on:
- shared benefits to the organization and the individual;
 - openness and transparency in program implementation and use;

- equitable access by employees and departments;
- consideration of the cultural, social and physical diversity of the Yukon;
- efficiency and effectiveness at helping the organization meet its stated goals; and
- consideration of current labour force trends and external factors.

6.2 Programs may use one or more methods or tools to support learning, such as:

- leave benefits, both paid and unpaid, to pursue formal learning;
- courses and conferences provided by PSC or by departments;
- developmental assignments, both internal and external to the government;
- peer learning and knowledge transfer, such as mentoring and coaching;
- methods that improve succession management and readiness;
- group training opportunities;
- direct funding of learning activities, such as tuition and travel reimbursement;
- promotion of work-life balance and other wellness initiatives; and
- return service requirements as part of the return to government on its investment in employees.

6.3 Learning opportunities may include one or more of the following:

- training that helps employees meet current and future job requirements;
- training that indirectly relates to employees' jobs but that helps them do their jobs better;
- opportunities to remain current with new developments in a particular profession or occupation;
- opportunities to gain transferable skills within government;
- basic education such as literacy and numeracy;
- opportunities to gain knowledge and skills in new and emerging technology and concepts;
- membership in professional organizations which provide employees with opportunities to maintain and enhance their knowledge and skills;
- learning that improves adaptability and flexibility;
- formal education; and
- learning that improves processes, relationships and service delivery.

7 Guidelines

The Deputy Ministers' Human Resource Committee or its successor body may approve guidelines for corporate programs to support learning consistent with this policy.