



Secretariat

6 February 2018

Secretary-General's bulletin

To: Members of the staff

From: The Secretary-General

Subject: **Learning and development policy**

The Secretary-General, for the purpose of ensuring that all staff members are aware of the learning and development policy of the International Seabed Authority and its objective to enhance the skills and competencies of staff members as a means to meet the changing needs of the Authority, promulgates the following:

Section 1 Objectives and scope

1.1 The objectives of the learning and development policy are as follows:

(a) To provide appropriate training opportunities to address the professional development needs of staff members and support the Authority in fulfilling its mandates;

(b) To assist and encourage staff members to develop and enhance their skills, knowledge and competencies, and to contribute to their professional growth;

(c) To enable the Authority to attract, retain, motivate and develop its staff;

(d) To create a positive work environment and greater staff satisfaction and commitment.

1.2 The present policy applies to all staff members, regardless of their location or source of funding.

Section 2 General principles

2.1 Maintaining the professional and managerial competence of staff is an important priority, as it represents a critical investment in the future of the Authority. Learning and development are a responsibility shared by the Authority, its managers and each staff member.

2.2 A minimum target of five days for professional development per year is established for all staff members. As five days is a minimum target and not a



maximum, managers are encouraged to provide appropriate learning and development opportunities to their staff, whenever possible.

2.3 Learning and development opportunities should normally be made available to staff at all levels.

2.4 Managers are required to discuss and agree on learning and development plans, as well as the allocation of time for learning and development activities, with individual staff members in the context of ongoing performance management.

2.5 Staff members are required to demonstrate an active commitment to continuous learning by assisting their managers in determining their learning and development needs and applying and sharing the skills gained from learning and development activities.

2.6 Staff members and managers are encouraged to think of learning and development in the broadest sense, including:

(a) Participation in self-study programmes, such as professional reading, e-learning, Internet and intranet research, videos and other computer-based training programmes;

(b) Group activities, such as face-to-face workshops, seminars, team projects, networking, videoconferencing, participation in communities of practice and occupational or functional networks;

(c) One-to-one learning, such as cross-training provided by other colleagues, career counselling, coaching, mentoring and knowledge-sharing;

(d) Experiential learning, such as on-the-job training, assignments, missions, team projects and task-based training.

2.7 Learning and development priorities shall be established on the basis of:

(a) Needs derived from programme priorities at the organizational and office levels as outlined in the relevant workplans;

(b) Current or future work assignments that are consistent with the goals and priorities of the Authority;

(c) The assessment of individual staff members' needs;

(d) Career and professional development goals in relation to current and future job requirements.

2.8 Learning and development activities are developed using design principles that are proven to be effective and reflect best practice.

2.9 Learning and development activities are monitored and evaluated using relevant principles and tools. Impact assessment is built into programme planning and implementation to enhance effectiveness, relevance and the applicability of learning.

2.10 The Authority shall address learning and development needs by a combination of:

(a) Centrally coordinated programmes that are managed by the Office for Administrative Services to develop core values and core and managerial competencies, support organizational growth and promote a shared organizational culture with implementing partners and other stakeholders;

(b) Decentralized programmes, aimed at addressing specific substantive and technical needs in offices. As the key responsibility for determining learning and development needs and providing development opportunities lies with managers, resources for the upgrading of substantive and technical skills are allocated directly

to individual offices, on the basis of annual training plans. Full responsibility for the management of those funds is delegated directly to the heads of office, who are responsible for the equitable distribution of the funds. In the allocation of funds, priority shall be given to staff members holding appointments other than temporary.

Section 3 **Support for learning and development**

Learning Advisory Board

3.1 The Learning Advisory Board, comprising a cross section of staff, shall advise and report to the Senior Management Group on the Authority's learning and development priorities and plans.

3.2 Rules of procedures and terms of reference for the Learning Advisory Board will be promulgated in a separate information circular.

Learning and development opportunities

3.3 Heads of office are responsible for ensuring that staff members are aware of the learning and development opportunities available to them.

Career support advice and resources

3.4 In addition to the support that managers are required to give to their staff in the context of ongoing performance management, comprehensive career support advice and resources are made available to staff members.

Learning and development staff

3.5 Learning focal points shall be assigned responsibility for coordinating learning and development within each office and shall liaise with the Office for Administrative Services on specific needs and disseminate information on learning and development activities within their office.

Section 4 **Final provisions**

4.1 The present bulletin entered into force on 1 January 2018.

(Signed) Michael W. Lodge
Secretary-General