



UNDP/ADM/98/60

17 August 1998

To: All UNDP Staff

From: James Gustave Speth

Subject: **Learning in Support of UNDP Staff Development A Framework for Action**

I am pleased to announce that UNDP will hence forth allocate 5% of staff time for learning, a key initiative of the UNDP 2001 Change Management process.

This is just one mechanism to support the organization's move towards a more comprehensive and integrated approach to staff development by promoting the concept of individual learning. Ways to implement the 5% time for learning are outlined in the [attached Framework for Learning in Support of Staff Development](#), as are other tools and mechanisms developed by the Office of Human Resources/Bureau for Planning and Resource Management, including the establishing of a Learning Managers Network.

The Framework also describes the context in which UNDP is becoming a learning organization, and the roles and responsibilities of different units to promote this process. An Annex address the most frequently asked questions staff have raised about the new learning approach and its implementation. Leadership for implementing this Framework has been assigned to OHR/BPRM.

Individual learning is a prerequisite for organizational learning, and both are closely linked. I have assigned leadership for promoting organizational learning to the Bureau for Development Policy. It is leading a Learning Group to foster effective mechanisms for knowledge management in UNDP and to work with OHR and other units to guide the organization's efforts at both the organizational and individual learning levels.

I urge all managers and staff to jointly review the document and discuss implications for their staff development activities. I expect all managers to establish an environment which enables their staff to free up time for learning, and to counsel and advise staff on the optimum use of new and innovative resource for staff development. Every staff member in UNDP bears a responsibility for developing and learning on a regular basis. Managers will be held accountable for their support to learning in the annual performance assessment.