CREATING A CULTURE OF LIFELONG LEARNING AT WORK

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Outline

- Background – professional development, CPD
- Approach
- Lifelong Learning Environment
- Six Key Dimensions
- Key aspects of life-long learning at work
- Conclusion
WHAT IS CPD?

"CPD is the systematic, ongoing, self-directed learning. It is an approach or process which should be a normal part of how you plan and manage your whole working life“

Institute of Personnel & Development

"CPD is the constant updating of professional skills and knowledge throughout working life. This requires self direction, self management and responsiveness to the development opportunities offered by the work experience“

Institute of Hospitality
WHY IS CPD GOOD FOR INDIVIDUALS AND ORGANISATIONS

- Improving current performance
- Enhancing career prospects
- Increasing learning effectiveness
- Greater confidence in facing change
- Organisational learning
- Organisations more competitive
- Increase human capital
Participation

- Uptake low
- ‘Little enthusiasm’
- 10-20% (Watkins)
- Institute of Hospitality
Attitudes

“CPD is an attitude of mind” ... “research which examines attitudes more closely may throw up some revealing truths”  

Peel 1996

“much of what we do in our work careers is related to what we believe about our work”  

Porteous 1997
ATTITUDES TO PROFESSIONAL DEVELOPMENT?

‘I think twelve years as a tenant for Hydes' has been the best vocational training I could have received. You cannot buy or teach yourself experience and at my age I think training would be superfluous.’

‘I don't need training for my job, I am used to the way things are done.’

‘I'm too old and set in my ways to be bothered with CPD’
ATTITUDES TO PROFESSIONAL DEVELOPMENT?

‘try to talk me into doing any training’

‘I know this business inside out and I don't need anyone telling me how to do it’

‘It's (CPD) all interfering and not really for my benefit’

‘I'm not going back to college’
BARRIERS

General lack of understanding
Saw CPD in a narrow way
Main barriers
- time
- cost
- access
- confusion

Major (1998)
Geale, Cockett & Rogerson (1995)
Hemmington (1999)
Approach

- Content analysis
- Journal of Continuing Professional Development
  www.openhouse.org.uk/virtual-university-press/cpd/
- On-line conference
  www.mcb.co.uk/services/conferen/webforum/ifp-cpd-conference/
PERSONAL & PROFESSIONAL CONTEXT

Change
Careers
Expectations and Lifestyle
The Information Society
Lifelong Learning
Organizational Strategy

- Key link between theory and practice
- Organizational Values - people
- Strategic Management Process
- Value Growth & Human Capital
- Tension
Leadership

- “when enthusiasm for life-long learning starts with a boss it can have a cascade affect through those who work for him/her”
- “perhaps the best way to get them to turn on others to CPD is to get them going themselves”
- “how have you helped your team members to develop and how has this affected their performance?”
Teamworking & Networks

- learning sets
- “high performing team orientated culture”
- organizational learning?
- community of practitioners
- “collective rather than individual awareness”
- Leaders’ appraisal
Empowerment & Mentoring

- Individual responsibility
- Dependence to independence
- Expertise?
- Development of mentors as CPD
Work-based Learning

- Resources
- Diversity of learning opportunities
- “constant and critical review of activities and incidents”
- de-mystify CPD
- “the learning that needs to be done is evident in things that the person deals with everyday rather than anything that is removed from the workplace”
Educational Institutions

- Warehouses of knowledge?
- Industry needs - Academic credibility
- “p” level
- Work-based learning?
WHAT ARE THE KEY FEATURES OF CPD?

- Planned and systematic
- Ownership
- Diverse range of activities
- Work as a learning experience
- Outcomes
WHAT DOES CPD INCLUDE?

- Formal programmes of study
- Seminars and conferences
- Work based learning
- Informal learning
- Other activities
  - reading
  - hobbies
  - volunteering
  - charity work
THINK ABOUT YOUR LEARNING STYLES

The Learning Cycle (Kolb)

- Activists
- Reflectors
- Theorists
- Pragmatists
PERSONAL DEVELOPMENT PLANS

Ownership
Planned outcomes
Necessary learning
Action required
Resource implications
Success criteria
Dates for review and completion
THE EXTENDED CV

Curriculum vitae - data-base of learning & achievement
Living document - updating, review & reflection
Avoids unnecessary “paperwork”
Additional benefits
Learning records
Planning
Skills

AUT UNIVERSITY
THE PROFESSIONAL DEVELOPMENT ENVIRONMENT

(B) Development based on organizational objectives/strategies
Appraisal
Medium-term career planning
On the job development
Changing relationships

(A) Industry skill requirements
Professional specifications
CPD Frameworks
Constant Relationship

Professional support infrastructure
Long-term career planning
Career Development
Off the job development
CPD Frameworks
Constant Relationship

Hemmington (1999)
TO CONCLUDE

Role models
Organisational philosophy/strategy
Be creative, be positive
Reflect on existing opportunities
Use all resources
Take stock and plan
Use the Extended CV
Tourism is fun

Enjoy it!