



Work and learning: the new normal

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Context

2010 - ERC report – all Singaporeans need to learn across working life – to sustain their employability and contributions to national prosperity

Workplaces as helpful sites for learning – work activities and interactions, and guidance

PIAAC findings supported this – problem-solving in and learning through work, but lacked discretion enjoyed elsewhere ...

2016 – MoM urged employers to encourage employees' contributions to workplace innovation and change

So, workplace innovation and learning come together here – important in new normal work characterized by change and need for innovation

Changes and impacts of Covid-19 and implications

Changes and impacts differ

Greater intensity – (e.g. healthcare workers, security, police) – new tasks, problems.

Different ways of working (e.g. working from home) – new technologies, engagements, procedures.

Transformation (e.g. restaurants to takeaways, telehealth) – new procedures, engagements, distribution of work tasks.

Extinguished (e.g. events organizers, flight crews) – need to find and transit to new occupations and employment.

Implications for workplace learning

Guidance, de-briefs, using critical incidents for sharing and innovating

Guidance, opportunities for developing skills for interacting via and using these technologies, support

Developing and enacting new procedures, concepts and innovative approaches to work and across work teams

Adult apprenticeship models, aligning and building existing skills, guiding the development of new capacities and co-working, learning curriculum

How workplace
learning will change
and workers
navigate change?

Close guidance - mediated more by electronic technology

Indirect guidance – more independent and interdependence – tools, engagements etc - requiring workers to become more agentic

Great use of interactions, meetings, co-working as bases for learning opportunities (i.e. pedagogically rich work activities)

Innovations and learning co-occurrence – responding to change (i.e. localised engagement and support)

Finally.....

Great opportunities for WPL – as workplaces respond to unforeseen changes, involving employees in these processes can be a productive way for workplace learning and innovation to co-occur

These changes involve conceptual (i.e. knowing), procedural (i.e. doing) and dispositional (i.e. valuing) development – each of which can be realised and supported in distinct ways in and through work

Singaporean workplaces becoming ‘learning practices’

Shift away from ‘rank and file’ mindset to learning practices and innovations to engage and utilise employees’ capacities (e.g. MoM 2016)