An Overview of Competency Management for Learning and Performance Support:

Workplace Learning and Beyond

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June 15, 2017
Personalized learning

- Personalized Learning in Top 5 Growth Opportunities Arising from Digital Disruption in Education … ~$40 Billion by 2025.
  
  *Frost & Sullivan, 2016*

- “Shifting from an internally focused, corporate-centric learning universe to a learner-centric one upends many long-held beliefs in the HR community”.

  *Global Human Capital Trends 2016 (Deloitte)*

- “Trends in mass customization, certification, and lifelong learning will shape the market over the next 3-5 years” … “Trillion-dollar opportunity” education technology, says tech expert.

  *Sean O'Connor, Tech Crunch, April 2016*
“Personalized learning will make workplace learning both more cost efficient and effective by allowing people to focus on what they need to know. This should encourage Canadian companies to increase their workplace learning thus closing the sizeable learning gap between Canada and competing nations.”

Conference Board of Canada, 2014

“…at least five million adult Canadians will require skills upgrading if Canadian businesses are to keep up with, and get ahead of, our global competitors.”

HRSDC Canada, 2011

“…if the experiential learning of Canadians was fully recognized, between $4.1 and $5.9 billion in income could be generated”.

Simpson and Vollick, 2013
By implementing AI-based adaptive and personalization technologies, the Learning and Performance Support (LPSS) program develops software components for knowledge, learning, training, performance support and enterprise workforce optimization.

These technologies will benefit NRC clients by: facilitating lifelong learning, reducing learning and training costs, reducing demands on physical infrastructure, enabling streamlined and rapid skill development, reducing time to competency, supporting informal and personalized learning, increasing learner engagement, optimizing sustainable workforces, and increasing operational performance and productivity.
LPSS competency functionality project

- Guidance for what competency features should be implemented within LPSS
- Determine what already exists in the competencies landscape (commercial and academic)
- Review key topics in the competency literature to inform final recommendations
Few industries in Canada have developed competency frameworks

- Extensive medical education and professional development (CanMEDS) framework

- Competency framework for public service sectors in Canada

- Mostly behavioral competencies for public sector
Challenges

- Lack of a national competency classification system, some companies develop their own
- No universal standard applicable across countries, provinces and/or professions
- Competency assessment methods vary widely and could be unreliable
- Costly: initial development cost is high, competency frameworks require constant revisions and updates
Informal learning and competencies

- Major portion of learning at work is informal

- The major shortcoming - the absence of a direct mechanism to translate informal learning into the competency management framework infrastructure

- The most significant types of informal learning are not currently technology based: on-the-job experiences, mentoring, and discussions and networking with other professionals
Initial competency implementation within LPSS
User feedback on LPSS competency functionality

- Invitation sent to 299 users who were registered with the lpss.me personal learning platform

- Between November 2014 and October 2016, 57 users responded to the survey, a response rate of 19%
  - majority of respondents were male, from 40 to 69 years old
  - involved in online learning
  - highly educated
What users say

“…Being linked into a group of other users who share common interests / competencies would help…”

“I like the idea of having competencies listed that I want to achieve as part of a personal learning and development plan. Then to point to resources that will help to achieve competencies. I would like more detail in the competencies section. I could see naming a competency area like Professionalism ... and then have several more detailed competency statements ... and then have some way to measure progress toward achieving each competency statement.”
“As a learner I like it to make suggestions for relevant resources within the competencies I would like to develop. Based on my already achieved competencies it would also be interesting to see, what other people with a similar profile would recommend to study. Basically it has to (be) intuitive in use.”

“I would like to find a way to connect these competencies with an online digital identity tool for employers/conference organizers to scrape so I don't need a dedicated website.”

“Network me with other learners interested in similar competencies.”
LPSS current competency focus

- Focus on ability to showcase competencies and social networking options
- Tools for assessing both formal and informal learning
- Competency key phrase extraction & matching courses to competencies
- Recommender technologies to recommend learning resources based on existing and desired competencies
THANK YOU

DISCUSSION & QUESTIONS

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