



EIFEL 2003

# Managing Learning in the Workplace with the ePortfolio

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# Options for Managing Learning

## CREDENTIALS

- Reflect time spent in class
- Questionable proficiency
- Proxy for skills and knowledge
- Dated
- Variable quality
- Formal learning only



Or something else...

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# The Option

## Human Capital Accounting / Management

- Incorporates all types of learning
- Describes KSA required for tasks
- Depends on an inventory of acquired KSA (ePortfolio)



Knowledge  
Skills  
Abilities

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# Terminology

- Learning
  - formal, non-formal and informal
  - change in KSA
- Workplace
  - Industrial
  - Knowledge-based
  - SMEs
- ePortfolio
  - Electronic Learning Record
  - Portfolio of ALL learning
  - Ubiquitous but problematic

Human Capital Assets  
knowledge resident in humans

Human Capital Accounting  
measurement and management of Human Capital



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## Human Capital Accounting

A method of systematically identifying, measuring and presenting information about the human resources and human capital of an organization (OECD)



Linked to but different from

- intellectual capital
- human capital management
- intangible assets

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## Working is Learning is Working...

- In the KBE, learning is the basis of production
- Employers require fewer permanent workers, more learners
- Individuals must become “niche providers” and manage their own learning



Knowledge Based Economy

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## FuturEd Leadership



- ✓ Building on CLFDB work on PLAR and SKP
- ✓ Studying the Electronic Learning Record
- ✓ Applying the HCAM concept
- ✓ Generating ePortfolio Quality Standards (now)
- ✓ Planning ePortfolio Processor ®

The time has come...

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## Why the ePortfolio?

- HRD POLICY GOALS**  
(CLFDB 1997)
- Better use of human resources
  - Recognition of foreign work experience
  - More efficient training
  - Improved labour exchange
  - Better management of HR within a firm
  - Promotion of lifelong learning

**RESEARCH CONCLUSIONS**  
(FuturEd 2000)

- ✓ ELR can address policy goals
- ✓ Having an ELR can benefit individuals, employers, educators and society at large



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## PLA is the Beginning

- **PLA** – a way to determine what a person knows and can do
- **PLA/PLAR** can be used for:
  - access to education
  - career planning and development
  - access to employment
- **Learning Record** is an outcome of PLA



Prior Learning Assessment

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## ePortfolio is the Medium

1. Create electronic profile / inventory
2. Create electronic work description
3. Use computer to match

ePortfolio SYSTEM



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## HCAM is the Result

- **Individuals**
  - Develop and maintain ePortfolio
  - Take control of career
  - Develop efficient learning plans
- **Employers**
  - Complete inventory of workforce skills
  - More efficient description of work required
  - Pay for skills used not for time spent
  - Manage and target learning
- **Society at large**
  - Accurate inventory and skills gap analysis
  - Promotion of lifelong learning
  - Avoid pitfalls of credentials



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## The End of Credentials in the Workplace

### ePORTFOLIO

- Reflects time spent learning
- Evidence-based proficiency
- Statement of actual skills and knowledge
- "Living"
- Systematic
- All learning valued



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## Theory into Practice

### Building FuturEd with HCAM

1. Find a language that communicates
2. Describe what is needed by projects and by FuturEd (and set fee structure)
3. Ask individuals to describe what they love to do
4. Match on that basis
5. Estimate amount of SKA (learning) required for production
6. Pay on the basis of production



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## Imagine..

### HCAM in the Education Industry

- **Employer describes**
  - What is to be produced (learning)
  - Tasks contributing to production
  - Associated and necessary KSA
- **Employee then**
  - Sets out inventory of KSA
  - Contracts to do certain tasks and to produce learning
- Moves learning systems into the KBE



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## ePortfolio (HCAM)

- Critical to the KBE
- Promotes lifelong learning
- Promotes ROI of training
- Applies PLA in the workplace
- Maximizes human capital individually and collectively
- Manages learning in the workplace



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For more information, contact:

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