

New roles and challenges for managers as facilitators of workplace learning

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What I was looking for

- Organisational expectations for managers as facilitators of workplace learning
- Roles and strategies deployed
- Constraints

What I found

- Organisational expectations
- Manager commitment
- Influences:
 - Affect of change– customers, productivity targets, systems, processes
- Range of strategies
- Range of challenges

Operational frame

On ensuring staff are trained.

'...probably the ones that get pushed the most are OH&S ...evacuations things like that ...this is something thatmy boss watches and observes, making sure we are keeping up with... it's because of the legislative requirements...'. Catherine

Functional Frame

- On learning through social networks and individual learning styles and needs:

'...it's about creating an environment where ... communities can form and I think it's about knowing the people'. Mark

Strategic Frame

- On change and future planning

'...we are looking at some change management issues in a particular area...some of these things relate directly back to our vision statement'

and further

'...I'd like to have an active discussion in terms of leadership aspects or their professional development... to talk conceptually in terms of development....'. Chris

Challenges for managers

'...we do ad hoc mentoring, guiding and all that, but it is ad hoc....'

*I can't say we have our own strategies but again with the size of the staff and the fact that so many are casual and some only come in at night ...how do you engage those people...'.
Olivia*

Emerging themes

- Responsibility
- Positive approaches: reactive and proactive
- To 'get the job done'
- Longer term capability development
- Use of context
- Concern for
 - 'how to' develop staff effectively
 - for future and meeting changing demands
- Ad hoc and unstructured approaches

Why important?

- Documenting roles and challenges
- Contributions to understanding
 - Actual manager roles
 - Manager perspectives
 - New and changing roles
 - Future needs for managers
 - Ways forward for supporting learning at work

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- Questions or comments