Professionalisation of in-company trainers. How to support them in their changing roles? "Defining VET professions"-project

Thessaloniki, 23 February 2009

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Overview

- In-company trainers: the unknown soldiers?
- Changing focus of in-company training
- From training to learning services
- Diversity of profiles fit to company needs
- In-company learning experts in knowledge organisations
- Professionalisation of training in enterprise
- VOV Learning Network
- Some conclusions
In-company trainers: unknown soldiers on learnings fields?

- « Occasional » trainers
- Originally « technical » trainers (assembly line, production processes)
- Type: experienced domain experts
- Elementary train the trainer course
- Indispensable in transmitting core competencies of organisation
- Dual career
Changing focus of in-company training: a little bit of history

- ‘60-’70: Personnel management as centralized, isolated and reactive « one size fits all »
- Employees considered an expense
- Learning and training: the arts of the profession as fast as possible, to gain proper skills
Changing focus of in-company training: a little bit of history

- ‘80-'90: Human Resource Management:
  - Employees as most important asset
  - Growing involvement of line-managers
  - Proactive approach to training
  - Learning and training: get people more competent, more reflective, participate in lifelong learning → Strategic HRM and HRD
Changing focus of in-company training: a little bit of history

- 2000: Talentmanagement
- Changes in social and economic environment (ex. workforce demographics)
- People have unique talents that can lead the organisation to excellence
- War for Talent, Talentmanagement
Diversity of in-company profiles

- « Occasional » expert trainer
- « On-the-job » coach
- E-coach; developer of e-material
- Facilitator (soft skills, intervision, action learning,...)
- Training official (organiser/outsourcing)
- Change agent (facilitator of re-engineering)
- Training manager (leadership)
Learning experts in knowledge organisations to-day

- Various backgrounds
- Full-time career
- Diverse roles and competencies
- Partial research within TTnet
The other side: training providers

- Huge market (more than 1200 providers in Belgium)
- Majority in small enterprises, partnerships or free lancers
- Largely terra incognito: need for professionalisation, quality control
Professionalisation of HRD-professionals:

VOV – Learning Network

“VOV – Lerend Netwerk” is the Flemish learning network for people professionally involved in the field of learning and development of people and organisations.

Learning and Networking - our core-activities – aim at the following goals: Professionalise our members, Innovate in our field, Valorise learning and development in organisations and society.
VOV – Learning Network as a member-federation

- 880 members
  - 48% male
  - 52% female

- All members are actively involved in the field of training and development: HR-professionals, trainers, etc.

- 70% in-company - 30% consultancy
Learning network

- Network in which HRD-professionals exchange knowledge and experiences in the field of learning and development
- Aim: develop their practice and professional identity
- Wide range of services: give away – take away in a win-win situation
- Federation is dynamic because of the input of the members
- **Activities**: studydays, regional networks, informationsessions, a two-annual exhibition, conference, learning groups
- **Interaction on line**: website, learning platform, communities of practice
- **Projects**: national and international cooperations
- **Communication**: newsletter, e-news, memberguide
Learning networks

- Not new but in the context of organisations it’s a new way to organise learning processes and stimulate knowledge creation.
- They are a ‘natural’ learning environment, but they are not spontaneously used for learning, for sharing knowledge.
Some conclusions: no longer one size fits all

- In-company trainers face new challenges
- Link between individual goals and company goals
- Connect with various stakeholders: labour organisations, employees, employers, schools, etc.
Some conclusions: From training to learning services

- Trends: outsourcing, E-learning (even more in times of economic crisis)
- Focus on informal learning, workplace learning, etc. But also working = learning, innovative labour organisation
- Strategic approach with focus on talents, strengths (more individual approach)
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