CPD Frameworks for Academics: Gateway to Success or the Door to Hell?

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Doom 3: The Gateway to Hell is Open
The Doorway to Heaven
Heaven or Hell?

- Recognition + Reward = Heaven
- Managerialism + PDR = Hell
- CPD Framework = enabling bridge?
The Secret?

- No Sugar coating:
- University-relevant
• Just a chance an appropriate framework might open doors, if appropriate

• So what’s appropriate?
  – Factors / Issues
  – Examples

• Discussion
What is appropriate?

• Factors…
Framework works within university cultures

(Tight policy definition)

Directive

Tight control

Supportive

Loose control

Coaching

Delegative

Loose policy definition

(Adapted from Blackmore and Castley, 2006)
Recognises interlocking needs

Individual

Dept / Discipline

Role / Responsibilities

University strategic objectives

Activities, Values of Professional Frameworks
Recognises Range of CPD

Accredited

Eg PG Cert LTHE

Eg Conference / seminar attendance

Non-accredited

Eg PSB-related activities

Informal (eg work-based learning

The ‘invisible curriculum’?

(Adapted from Blackmore and Castley, 2006)
And recognises the range of academic activities

- Learning and Teaching
- Research
- Administration, Management, Leadership

(but could also be applied to other staff groups)
What’s on offer?

- National Standards Framework
- SEDA PDF
- HERA
- Role / activity
- Broad standards
- Competency
- Avoids competency discourse; situated in real life activities
CIPD Learning and Development Survey (2007)

• 60% of respondents had a competency framework in place for their organisation

• Of those who didn’t (48%) intended to introduce one

• 40% of those are organisations employing 250 or less, + private sector
So why not a competency framework for academic work?

- ‘Business’ / activity relevance?
  - Generic, commercial. Not academic
  - Discourse of business
- Anti-academic culture: top-down, managerial, non-collegial
- Smacks of lower level qualifications (NVQ/SVQ)
- Failed previous attempts
  - (early ILT)
So what could work?

- CPD provision = outer ‘wrapper’ around institution’s PDR: sine qua non (Baume, 2007)
- Chunks of learning / different groups
  - VERY broad framework: flexible but specific
  - (Probably) not qualifications-based
- CPD as a **culture of enhancement**
  - managed, not managerial
  - encouraging self-regulating individuals to enhance the quality of what they do
  - work-related / work-based
So what could work?

• Linking needs at different levels (insti, dept, individual)
• Staff feeling valued: enabling CPD rather than imposed
• CPD which meets needs / resolves problems
• CPD framed within academic activities (getting grants; supervising PhDs; designing modules)
• CPD using academic mores (peer review and collegial support rather than bureaucracy)
Challenges

• Top down: resistance
  – How to make it meaningful? (See current HWU EDU framework - handout)

• Getting staff + managers on board
  – Cynicism, ‘compliance’…

• Input – output:
  – Minimalism replaces maximilism
Examples
Higher Education Academy expects members to
  – engage in appropriate CPD activity
  – be able to confirm that such activity has taken place.

To be in good standing, members are expected to be able to demonstrate:
  – commitment to their own CPD in relation to the Academy’s areas of professional activity and core knowledge;
  – commitment to the Academy’s professional values;
  – willingness to open their practice to peer comment and review.
MMU CPD Framework

• Focuses on provision in the following areas of Academic Practice:
  – Learning and Teaching
  – Academic Leadership
  – Research and Scholarly Activity
  – Diversity and Inclusion
  – Widening Participation
  – Supporting and Developing Learning
  – Academic Enterprise and Employability
  – E-learning and the use of new technologies

• Via CPD units and pathways
  • http://www.cpd.mmu.ac.uk/?page_id=19
LJMU

- Life Cycle + NSF
- [http://www.ljmu.ac.uk/lid/ltweb/90593.htm](http://www.ljmu.ac.uk/lid/ltweb/90593.htm)
HWU: Proposed Framework

• Role + Activity Template:
  • H:\University\CPD\HWU CPD Cycle Draft 1.doc

• Examples:
  • H:\University\CPD\HEA CPD handout May 08.doc
  – Your handout
But still a rocky road…
Questions for discussion

• Formalised CPD
  – moral / business obligation of universities, or gateway to hell, obstructing creative academic activity?

• To what extent could a CPD framework help your institution to support and develop academics in their work?

• What would it look like?

• How would you get academics on board?