

*The organisational context  
of WBL*

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How people learn to do their job

- “being thrown in at the deep end”
- “asking questions – suppliers / reps / managers / colleagues”
- “working as part of a team”
- “collaborating on special assignments”
- “observing others”

◆ Source Eraut, University of Sussex 1999

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## The government model of LL

- Oriented towards skills training
- Certificated
- Job specific
- The responsibility of the individual

## What is learning that is lifelong?

- *Formal learning* – bounded in time and space  
– externally imposed curriculum – mediated  
by others – codified – leading to award or  
reward
- *Non-formal learning* – personal – experiential  
– continuous – incidental – opportunistic or  
deliberative – at and through work

	<i>National</i>	<i>Organisation</i>	<i>Individual</i>
<i>Investment</i>	Economic	Systems	Processes
<i>Direction</i>	Policy context	Policy implement	Purpose
<i>Congruity</i>	Socio-political	Culture	Commitment

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### The workplace as a site for learning

- National
- Organisational
- Individual

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## The "organisation"

- What is it?
- Its systems and protocols
- Effectiveness of policy delivery
- Culture and cultures

## Systems and protocols

- Long-term planning
- Work organisation
- Supervisory manager support

## Policy implementation

- Individual and organisational needs
- Supportive social setting
- Adequate resource allocation



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## Culture and cultures

- Metaphors
- Communication
- Transparency of values



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### Key conditions for work-based learning

- 3 overarching perspectives
- 3 categories of conditions
- 3 sub-categories
- Audit; evaluate; improve

