

# Continuing Professional Development

## Principles and Best Practices

Jana Varlejs

[varlejs@scils.rutgers.edu](mailto:varlejs@scils.rutgers.edu)



Forum 2008  
April 17

# IFLA Continuing Professional Development & Workplace Learning (CPDWL) Section

2004 IFLA project grant:

Develop guidelines for quality continuing  
professional development



Varlejs, 17 April 2008

## Objectives

Define meaning of “quality” in the context of continuing professional development & workplace learning programs

Develop guidelines for the measurement and assessment of quality in the CPDWPL context.

Use evidence based approach



Varlejs, 17 April 2008

## Guidelines should cover:

- Context--variations in needs of practitioners in range of countries and cultures
- Impact/outcomes--assessment techniques – how success is measured
- Content
- Delivery
- Format and instructional strategies



Varlejs, 17 April 2008

## Literature review

Search for research on continuing professional development

Provide evidence for making good choices re content, delivery, etc.

Evidence based practice → improved performance



Vartejs, 17 April 2008

## Evidence based practice

Focused upon a process of

- asking relevant questions
- finding research information
- critically appraising quality of what exists
- implementing that knowledge into practice



Koufogiannakis, 2007



Vartejs, 17 April 2008

## From research to “best practices”

Little research, but lots of “how I do it good:”

Case studies, recommendations, other guidelines

Repeated suggestions, practices yielding positive outcomes were gathered



Varlejs, 17 April 2008

## “Best Practices” defined

“...those that have been shown to produce superior results; selected by a systematic process; and judged as exemplary, good, or successfully demonstrated”

<http://www.bpir.com/benchmarking-what-is-best-practice-bpir.com-5.html>

“Benchmarking” (very loosely defined) is the process by which an organization can measure itself against “best practices” in its field



Varlejs, 17 April 2008

## Informal confirmation of CPDWL guidelines

More judgment than “systematic process”

Reference to literature

Soliciting feedback: CPDWL, electronic list, attendees at conferences and meetings



Varlejs, 17 April 2008

## The 10 Best Practices

1. Regular learning needs assessment
2. Broad range of learning opportunities, both formal and informal; formal offerings in a choice of formats, designed to meet identified needs, in modules structured to cover topics from introductory through advanced.



Varlejs, 17 April 2008

## The 10 Best Practices, cont.

3. Organizational commitment and leadership from staff development and continuing education administrators with expertise in adult continuing education
4. Widely disseminated information about continuing education and resources, accurately described



Vartejs, 17 April 2008

## The 10 Best Practices, cont.

5. CE activities design that includes learning objectives aligned with identified needs; follows principles of instructional design and learning theory; selects course instructors on the basis of both subject knowledge and teaching ability; attends to transfer of training and feedback



Vartejs, 17 April 2008

## The 10 Best Practices, cont.

6. Consistent documentation of individuals' participation in learning and recognition of continuing learning in hiring and promotion decisions
7. A minimum of 0.5 to 1.0 % of institutional budget earmarked for staff development, as stated in *The public library service: IFLA/UNESCO guidelines for development*



<http://www.ifla.org/VII/s8/proj/publ97.pdf>



Varlejs, 17 April 2008

## The 10 Best Practices, cont.

8. About 10 % of work hours provided for attendance at workshops, conferences, in-service training, and other educational activities, and for informal learning projects
9. Evaluation of continuing education and staff development offerings and programs



Varlejs, 17 April 2008

## The 10 Best Practices, cont.

10. Research that assesses the state of CPD and examines the efficacy and outcomes of continuing education and staff development programs



Varlejs, 17 April 2008

## Limitations

Generic--not specific to type of organization

Few international or cross-disciplinary resources included in literature review

No special attention to educational technology



Varlejs, 17 April 2008



## Advantages

Generic character of Principles → longer shelf life

Can adapt to innovation

Allows different emphases, e.g., latest thinking that shifts focus to embedded learning:



Varlejs, 17 April 2008

## Job-embedded:

“... learning is the most effective when it is job-embedded in the ... workplace, organized around communities, linked to specific outcomes, collaborative, and differentiated based on individual needs”

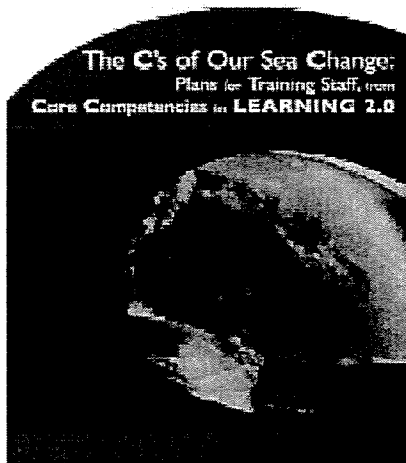
<http://www.nsd.org/library/apqc.cfm>



Varlejs, 17 April 2008

## An example:

Learning 2.0 – 23 online exercises to help staff learn Web 2.0 tools on their own, over 9 weeks



Varlejs, 17 April 2008



Expanding Minds, Empowering Individuals, Enriching the Community

## Learning 2.0

Welcome to the original Learning 2.0 Program. This site was created to support PLCMC's Learning 2.0 Program: a discovery learning program designed to encourage staff to explore new technologies and reward them for doing 23 Things. Since the program's launched, it has fostered Learning 2.0 programs all over the world. If you are interested in duplicating or modifying this program for your organization, please see Program Notes on [About Page](#) and contact Helene Blowers for information.

### 23 Things

[23 Things](#)

[Recording Progress](#)

[Home](#)

[About this Project](#)

[The Participants](#)

Listed below are 23 Things (or small exercises) that you can do on the web to explore and expand your knowledge of the Internet and Web 2.0. Staff are encouraged to complete all 23 items on this list by October 31st in order to receive a free USB/MP3 player. Those staff that complete all items by October 6th will also qualify for the laptop drawing and other prizes that will be awarded on All Staff Day.

#### 23 Learning 2.0 Things\*

(Note: Details about each task will be activated every week with posts related to each item)

*Week 1: Introduction (official start of week August 7th)*

1. Read [this blog & find out about the program](#).
2. Discover a few [pointers from lifelong learners](#) and learn how to nurture your own learning process.

#### Learning 2.0 @ ...

Here are some other libraries doing Learning 2.0:

[ISW Public Library Learning 2.0](#)  
[Academy in Technology Learning 2.0 @ NYC](#)  
[Learning 2.0 @ Nis](#)  
[WCP's Learning 2.0 Things 26 Things @ Pamunkey](#)  
[Henderson Libraries](#)



<http://plcmc12-things.blogspot.com>



Varlejs, 17 April 2008

## Next steps

Disseminate Principles and inform employers,  
associations, individual library/information workers

Embed CPD in the workplace

Apply Principles and benchmark

Document and publicize results

