Beyond employability: a more radical role for Higher Education in developing workplace capabilities

How to cite:

For guidance on citations see FAQs.

© 2020 The Open University

Version: Accepted Manuscript

Link(s) to article on publisher’s website:
https://www.open.ac.uk/employability-conference/

Copyright and Moral Rights for the articles on this site are retained by the individual authors and/or other copyright owners. For more information on Open Research Online’s data policy on reuse of materials please consult the policies page.
Beyond employability
A more radical role for HE in developing workplace capabilities

**Martin Reynolds**
Postgraduate Qualifications Lead
Systems Thinking in Practice (STiP)
School of Engineering and Innovation

*With colleagues:*
Ray Ison
Rupesh Shah
Helen Wilding
(amongst others associated with…)

Applied Systems Thinking in Practice (ASTiP) Group
…expanding the narrative on employability

1. Background to narrative… x3 projects at OU

2. Expanding the narrative… using a political economy approach

3. Prevailing narrative: competency approach to employability

4. Beyond the narrative: capabilities approach to employability

5. Challenges for Higher education
Backdrop to narrative
…on employability and Higher education

Immediate backdrop

7-year action research programme on employability

X3 projects funded by eSTEeM (The OU Centre for STEM pedagogy)

1. Enhancing systems thinking in practice (STiP) at the workplace. (2013-2016) … transitioning from PG study to PG post-study (Universities with employers and alumni).

2. Framing professional competencies for STiP. (2017-2018)… transitioning towards workplace capabilities (Universities with professional bodies)

Projects 1 and 2 = ‘mind the gap’…. Core outcomes: (i) focus on capabilities for curriculum design; (ii) L7 Apprenticeship STP (systems thinking practitioner) trailblazing group

3. Changing the way the game is played: Transforming PG Curriculum praxis and workplace capabilities. (2018-2020)
Backdrop to narrative
…on employability and Higher education

Immediate backdrop
7 year action research programme on employability
*3 projects funded by eSTEeM*

1. Enhancing systems thinking in practice (STiP) at the workplace. (2013-2016)

2. Framing professional competencies for STiP. (2017-2018)

3. Changing the way the game is played: Transforming PG Curriculum praxis and workplace capabilities. (2018-2020)

*The OU Centre for STEM pedagogy

Wider current backdrop

1. Augar review… tuition fees/ marketisation of HE

2. Levelling up…. apprenticeships/ quality control

3. ‘Truth’ or Trust …post-Brexit/ campus free speech

4. Disputes… HEI working conditions, student climate protests
Expanding the narrative …a political economy approach

- Systems thinking in practice (STiP) = creating space (narrative) for meaningful conversation
- …Critical systems heuristics (CSH) = one of many STiP traditions*

- CSH = reference system: x4 questions associated with political economy
  1. Who gets what? (motivation and values)
  2. Who owns what? (control and power relations)
  3. Who does what? (knowledge and trust)
  4. Who suffers (with) what? (legitimacy and politics)

- Use of CSH to frame conversation on two contrasting models of a system to (re)align employability with higher education provision:
  a) Model 1: Competency approach (residual)
  b) Model 2: Capabilities approach (relational)

1. Motivation and ‘values’
   - (Student perspective): individual wellbeing
   - **Beneficiary** role: knowledge ‘consumers’ (customers)
   - **Measures**: instrumental value/ secure occupation (career)

2. Control and ‘power’
   - (employer perspective): secure labour resource
   - **Standards**: pre-set/ risk averse
   - **Accountability**: market-demand (marketisation)/ fail-safe impetus

3. Knowledge and ‘expertise’
   - (University perspective): secure support for employers and students
   - **Knowledge** providers/ task-orientated/ skills-driven/ trainer-oriented
   - **Pedagogy** – assessment-driven/ learning outcomes = competencies

4. Legitimacy and ‘politics’ (who suffers (with) what?)
   - (societal perspective): collective wellbeing
   - **Worldview**: survival of fittest/ competition/ marketisation/ utilitarian (functionalist)
   - **Learning**: ‘positivist’ assimilative process/ knowledge as ‘commodity’/ technocentric/ **system=residual**

**Prevailing narrative**

**Model 1: competency approach**

A system to (re)align employability with Higher education provision for student/social wellbeing
Prevailing narrative
Model 1: competency approach

1. Motivation and ‘values’ (predetermined)
   - (Student perspective): individual wellbeing
     - **Beneficiary** role: knowledge ‘consumers’ (customers)
   - **Measures**: instrumental value/ secure occupation (career)

2. Control and ‘power’ (fixed standards)
   - (employer perspective): secure labour resource
     - **Standards**: pre-set/ risk averse
     - **Accountability**: market-demand (marketisation)/ fail-safe impetus

3. Knowledge and ‘expertise’ (predetermined ‘competencies’)
   - (University perspective): secure support for employers and students
     - **Knowledge** ‘providers’/ task-orientated/ skills-driven/ trainer-oriented
     - **Pedagogy** – assessment-driven/ learning outcomes = competencies

4. Legitimacy and ‘politics’ (free-market/ bureaucratic)
   - (societal perspective): collective wellbeing
     - **Worldview**: survival of fittest/ competition/ marketisation/ utilitarian (functionalist)
     - **Learning**: ‘positivist’ assimilative process/ knowledge as ‘commodity’/ technocentric/
       - system=residual
1. Motivation and ‘values’

Model 1 (competency approach)

- (Student perspective): individual wellbeing
- **Beneficiary** role: knowledge ‘consumers’ (customers)
- **Measures**: instrumental value/secure occupation (career)

- (Student perspective): individual wellbeing… beyond the workplace
- **Beneficiary** role: knowledge ‘makers’ (active citizens)
- **Measures**: intrinsic value/ life-long learning

_Augar Review implementation?_
Beyond the narrative
Model 2: capabilities approach

2. Control and ‘power’

Model 1 (competency approach)

- (employer perspective): secure labour resource
- **Standards**: pre-set/ risk averse
- **Accountability**: market-demand (marketisation)/ fail-safe impetus

Levelling up?

- (employer perspective): secure resource-ful source of labour
- **Standards**: developmental ‘entitlements’/ experimental/ capacity to choose
- **Accountability**: market-forming (externally adaptive)/ safe-fail impetus/ risk-embracing
3. Knowledge and ‘expertise’

Model 1 (competency approach)

- (University perspective): secure support for employers and students
- Knowledge ‘providers’/ task-orientated/ skills-driven/ trainer-oriented
- Pedagogy – assessment-driven/ learning outcomes = competencies

‘Trust’ deficit?

Model 2: capabilities approach

- (University perspective): secure support for society, employers and students
- Know-how ‘providers’/ sustainability-aware/ contextualised-driven/ improvisation-oriented/ learn-ability
- Pedagogy – relevance-driven/ learning objectives = capabilities
4. Legitimacy and ‘politics’

Model 1 (competency approach)

- (societal perspective): collective wellbeing
- **Worldview**: survival of fittest/competition/marketisation/utilitarian (functionalist)
- **Learning**: ‘positivist’ assimilative process/knowledge as ‘commodity’/technocentric
- **system = residual**

Model 2: capabilities approach

- (societal perspective): collective wellbeing with eye on most vulnerable
- **Worldview**: communitarian/cooperative/public work/social/emancipatory (constructivist)
- **Learning**: ‘transactional’/knowledge as ‘contractual’/provisional/democratic
- **system = relational**
Challenges and opportunities…

Challenges (options…)

- Transform model 1 to model 2
- Integrate model 1 into model 2
- Retain both co-existing systems (allow students to choose)
- Enable (re)design (modelling) of curriculum praxis

Opportunities (The OU…)*

Curriculum ‘innovations’:
- OpenStudio/ OpenBox/ OpenLearn
- Microcredentials (FutureLearn)/ Peer assessment
- Portfolio design/ Apprenticeships
- Pro-active use of LOs
- eSTEeM/ PRAXIS/ SCiLAB/ FASSTEST/ LATIS scholarship/

“…greater flexibility in degree provision will help people access the life-changing opportunities that a university education can provide. …we will need greater dynamism in our higher education provision – including reforming traditional course delivery …recognising the need to provide more in-work options like part-time, distance learning, and apprenticeships….In developing the ideas in this section, I have benefited from The Open University being akin to a public policy lab on ‘what works’ in supporting learning and earning.”

Carolyn Fairbairn Director-General of the CBI. Forward in OU pamphlet ‘Fixing the broken market in part-time study” (November 2017 p.2… my emphases)
eSTEdM-project publications


- Reynolds, Martin; Shah, Rupesh; Wedlock, Elaine; Ison, Ray and Blackmore, Christine (2016). *Enhancing Systems Thinking in Practice at the Workplace: eSTEdM final report*. The OU Centre for STEM Pedagogy. The Open University, Milton Keynes.


**Extended narrative – re-purposing?**

**Innovations in curriculum praxis**