

Tips, trends and links to keep you on top of your training

This series of tipsheets is distilled from my e-newsletters, to give you timeless information of value to your environmental training program.

In this summary:

- ✓ green jobs – the widening dialogue
- ✓ the “periodic table” of expertise and the 70:20:20 rule for training
- ✓ scary statistics
- ✓ goldmine website
- ✓ great links

✓ **Green jobs – the widening dialogue**

There is a strong link between environmental training and job creation.

By 2032, green jobs could employ 15-60 million people worldwide, lifting them out of poverty and unemployment while improving social and environmental outcomes, according to the International Labour Organisation.

But because green jobs are so embedded in the wider economy, it's hard to tell how many there are, and recent US research showed it was very difficult to find an agreed definition that would allow a head count to be done. The US Bureau of Labor Statistics' Green Goods and Services survey found that the “green” economy accounted for 3.4 million U.S. jobs in 2011, with the vast majority of jobs in the private sector. However, the survey didn't count direct jobs in environmental restoration, and its focus on overtly green goods and services means it would have also missed out on many other green jobs within mainstream firms.

Most estimates of green jobs therefore significantly underestimate the real total. While there are some obviously “green” sectors like sustainable energy, recycling or soil conservation, many environmental experts are already working in other sectors. A growing body of evidence shows that every sector of the economy can benefit from developing its own specialist environmental skills, from IT and banking to farming and retail. And those people will need environmental training!

In March this year, the Royal Society of New Zealand released a short paper on “Facing the Future: Towards a Green Economy for New Zealand”. It says that “environmental problems are beginning to threaten social and economic wellbeing” and that New Zealand could enjoy “a number of economic, social and environmental gains by accelerating its move to a green economy.” UNEP describes a green economy as “an economy that values nature and people and creates decent, well-paying jobs.”

The Society also says that “Personal, social, cultural and behavioural changes will also be necessary for the transition. It will require strong leadership, incentives and regulations from government at all levels, as well as industry buy-in. ... Businesses, large and small, will have a central role in the transition to a green economy, but few will achieve the change on their own and so will need government support, including strong drivers and tight regulations.”

That provides the ideal context for environmental training. Need I say more?



Clare Feeney is a sustainability strategist who helps organisations of all types grow their sustainability capability. She can help you grow jobs, increase profits and improve the environment – and have fun along the way! You can find out more at www.clarefeeney.com and contact her at clare@clarefeeney.com.

✓ The “periodic table” of expertise and the 70:20:20 rule for training

I came across this years in my favourite magazine, New Scientist, and rediscovered it recently as part of some research into informal workplace learning.

Developed by Harry Collins and Robert Evans, the Periodic Table of expertise has 20 categories. My favourite? “Beer mat” expertise – the kind of “ubiquitous tacit knowledge” that you only get out of experts when they’re excited enough to capture it so elegantly it can fit on a beer mat!

The underlying idea of the Periodic Table is that the acquisition of nearly every expertise, if not all expertises, depends on the acquisition of the tacit knowledge, which I’ve loosely defined as “stuff that experts know but don’t know they know, so can’t always communicate in a formal context”, or as Collins and Evans put it, “knowledge we have but cannot explain”.

They say that tacit knowledge “can be acquired only by immersion in the society of those who already possess it. ... The process is social though the outcome is real – an ability to do and understand things that one could not do and understand before. “

What does this mean for people doing environmental training? It means that it is sometimes very difficult to capture all the information we need to convey in our training because hands-on experts often only remember vital information when they need it. It also reinforces the 70:20:10 rule:

- about 70% of employee learning is from on-the-job experiences, tasks, and problem solving
- about 20% is from feedback and from working around good or bad examples
- about 10% is from formal training and reading.

That is, 90% of professional learning and development takes place in informal, unstructured ways – so good induction training and informed and supportive supervisors play a large and vital role in ensuring that the behaviours learned in training are supported in the workplace. Training that addresses this is likely to be much more effective.

✓ Scary stats

Induction is a special case when it comes to training. Its importance is often undervalued by managers, yet experience shows that poor or no induction – even late induction – all contribute to an expensive loss of new staff within the first year of their employment.

The costs of losing and replacing unskilled or entry-level staff can be 30-50% of their annual wage. For middle-level employees, the cost of loss and replacement equates to around 150% of their annual salary, and for specialized, high-level employees it can be up to 400%.

More significantly – though this won’t appear in the cash books – the value of keeping one front-line employee is many times greater than the cost of losing one, because keeping someone for 20 years can save 10, 20 or more “turns” on a front-line job – while all the time building and retaining skills and knowledge in the company.

If your company doesn't have the capacity to arrange timely induction, let your senior managers and HR know that you'll be giving new staff a risk-averting environmental induction. You'll find it will capture their imagination – and loyalty, and lay the foundation for their general induction when it can be done.

Next time, I'll give some real figures for the dollar return in investment in good induction training – they are even more impressive than the figures above.



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✓ **Goldmine website**

Check out Australian branding expert Simon Mainwaring's excellent manifesto at <http://wefirstbranding.com/manifesto> - his business approach and manifesto are great thinking for environmental practitioners, too!

✓ **Great links**

- Green jobs: (1) ILO/UNEP. (2012) Working towards sustainable development: Opportunities for decent work and social inclusion in a green economy. A joint ILO/UNEP study published on 12 June 2012 by the Green Jobs Initiative. See <http://bit.ly/ZbTlcy>. (2) US Bureau of Labor Statistics' Green Goods and Services survey: <http://www.bls.gov/ggs/>
- read the Royal Society's short paper and check out its great infographic on "Facing the Future: Towards a Green Economy for New Zealand" <http://www.royalsociety.org.nz/expert-advice/information-papers/yr2014/greeneconomy/>. As one of my sisters said the other day, "If there's going to BE an economy, it has to be a green economy."
- download a document with a diagram of the Periodic Table of Expertise at <http://www.cardiff.ac.uk/socsi/contactsandpeople/harrycollins/expertise-project/three-dimensions-of-expertise.doc>. Find out more at <http://www.cf.ac.uk/socsi/contactsandpeople/harrycollins/expertise-project/concepts/>. Find the book by Harry Collins and Robert Evans at <http://press.uchicago.edu/ucp/books/book/chicago/R/bo5485769.html>
- 70:20:10: (1) Lombardo, M. M.; and Eichinger, R. W. (1996). The Career Architect Development Planner (1st ed.). Minneapolis: Lominger. p.iv. (2) Tracey, R. 2012. Informal first. An article in the August 2012 issue of *Training and Development*, the magazine of the Australian Institute of Training and Development (AITD) and the New Zealand Association of Training and Development (NZATD).
- sources for the staff turnover figures are: (1) Blake, Ross. 2006. Employee retention: what employee turnover really costs your company. <http://www.webpronews.com/expertarticles/2006/07/24/employee-retention-what-> Accessed 2011. (2) Sasha Corporation, HR Consulting & Development. Compilation of Turnover Cost Studies. <http://www.sashacorp.com/turnframe.html>. Accessed 2010.

You can subscribe to my free e-newsletter from my website, www.clarefeeney.com. I send it out three or four times a year, with cutting-edge news on training and environmental trends and updates on my speaking engagements and upcoming workshops on the topic of my book.



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