

## LSIS Leadership in Technology (LIT) grant based intervention

### Case study template

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LIT Project title	Staff IDP (electronic individual development plan)
<p>Project summary :</p> <p>- Include the particular area for improvement that has been tackled through the effective deployment of technology</p>	<p>This project will enhance the College's work on the development of an eIDP for academic and business staff which will link the induction, probation, appraisal, teaching observation, HR and CPD systems and apply SMART targets to these processes, thereby ensuring the timely completion of key and core activities.</p> <p>The staff eIDP will enable the College's Centre for Continuing Professional Development (CCPD) to track, monitor and evaluate effectively the delivery of all College staff development via an electronic system, which – in addition to an improved level of accuracy - will offer:</p> <ul style="list-style-type: none"> <li>• Tracking system for each individual member of staff, accessed by individual, line manager and HR Officer to record key information.</li> <li>• Management of SMART targets for the timely achievement of training, particularly core programmes (eg: Health &amp; Safety, Safeguarding, Equality &amp; Diversity), IfL CPD and professional updating.</li> <li>• Management of SMART targets for the timely achievement of teaching observations and actions agreed as part of the observations.</li> <li>• Flagging system for overdue/non completion of activities.</li> <li>• Management of CPD portfolio, allowing individual and line manager to chart progress.</li> <li>• Forms basis of annual appraisal.</li> <li>• Forms basis of probation and, if necessary, capability procedure by setting targets and agreed dates.</li> </ul> <p>As a direct outcome of this project, the Head of Centre will agree with the College Principalship a date by which this</p>

	<p>system will become 'active' together with a full training programme for all College staff (approximately 900) in the use of the eIDP and a timeframe for full implementation for the system. We anticipate this project will result in sustainable changes in behaviour across the College including:</p> <ul style="list-style-type: none"> <li>• Timely completion of CPD.</li> <li>• Early and effective identification of CPD needs.</li> <li>• Embedded organisational and School/Department approach to training needs.</li> <li>• Effective management of information/current systems – eIDP will also link to existing electronic systems including HR21 (leave requests) and DHS (absence/Bradford Factor).</li> <li>• Enhanced support for Heads/Managers through eIDP reporting systems identifying areas of concern, development needs, etc.</li> <li>• Reduction in paper based systems (information to staff, file copies).</li> <li>• Reduction in postage costs (information to staff).</li> <li>• Improved data source enabling CCPD to monitor patterns of non completion, issues, concerns etc. and respond appropriately.</li> </ul>
What were the aims of the project?	<p>Substantially improve a number of staff processes including induction, probation, appraisal, teaching observation, HR and CPD by providing a flexible online tool with the ability to track completion and non completion of processes and targets.</p> <p>To enable staff and their managers to keep the appraisal process in particular alive and meaningful through an interactive tool which could set targets with deadlines and monitor those targets.</p> <p>To ensure that paper and disparate systems were removed by providing a device agnostic, location independent tool and repository for the processes above and any documents associated with them.</p> <p>To provide a single consolidated view on key information from other corporate systems associated with the processes above.</p>
What did you do and how did you do this?	<p>Considering the scope of the project and the limited timeframe we concentrated our initial efforts on setting up the staffing relationships and target setting for the appraisal process. The team were also able to write a development plan for further developments to support the College's strategic objectives.</p> <p>Initially the project team met to determine the approach to specifying precise requirements and how we developed the</p>

<p>What role did your mentor play on your LIT project?</p>	<p>product, and finally the look and feel. As the project progressed the team slimmed down to a smaller number concentrating on functionality and management of the project and planning future stages of development. The College Change Team representatives were also involved as the originators of the idea from staff who saw potential for improvement in the appraisal and tracking processes.</p> <p>The coding of the eIDP was largely undertaken using internal development resource and closely integrated with our student system, the electronic individual learning plan (eILP). The initial release was presented to the College Management Team by the Head of IT Services and to the Principal separately and generated discussion and feedback was given including ideas for further development.</p> <p>Throughout the project the compliance team met with the Head of IT Services to ensure all the milestones were met and the returns were completed in a timely fashion.</p> <p>The training and testing programme planned and co-ordinated by our internal mentor has concentrated on setting of SMART targets through eIDP by managers and by staff. These targets have been both appraisal targets and personal targets. Staff and managers have been able to comment on the targets and to change the status of the targets (to complete for example). We have also included the ability to attach different file types as evidence of completing a target. Included also in testing was the Staff Journal which permits staff to record entries and attach files in a similar way to the IFL Reflect system. Staff were keen to do this in the eIDP and produce evidence for Reflect if required but to cease using the IFL system, therefore reducing work and consolidating their thoughts and information.</p> <p>Finally the Head of IT Services met with the Deputy Principal to look at recent strategic developments in the appraisal process and to draw up a development plan as to how the eIDP can further support these developments and introduce significant organisational change. The outcome was that we are confident we have the right tool and the correct development platform to do so.</p> <p>Our mentor contributed largely to the CPD and appraisal specification requirements, particularly in light of recent experience outside the organisation she was able to bring to the project. She was also responsible for planning and delivery of the training and testing programme. This was rolled out to a number of academic and service support teams who were asked to feedback in the form of questionnaire</p>
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<p>What have been the key benefits from the input of your mentor?</p> <p>What was the benefit of the support that you received from your LSIS Associate?</p>	<p>responses after a two week period of testing. Our mentor correlated the responses including and produced a report outlining the strategic benefits realised, benefits to individuals and improvements or additional enhancement that have been requested through testing.</p> <p>We have been able to align the eIDP to the appraisal process and to specify the next development stage to support and evidence the CPD process.</p> <p>Our mentor has extensive knowledge of CPD process from industry and her research has enabled us to develop a product that meets staff operation needs and delivers strategic objectives of the organisation as a whole, efficiently, through technology.</p> <p>Questionnaire feedback from the training and testing programme has been invaluable in terms of getting acceptance from the user base across the organisation and ensuring the value of the development is realised.</p> <p>This was very helpful in providing guidance and support at the early stages of the project. Support was also received throughout the project in terms of the required returns, forms and format of documents to be completed and other questions. It was good to know we had a direct contact when required.</p>
<p>What has been the impact and benefit of the LIT capital grant to your project?</p>	<p>The capital grant has been invaluable and has permitted the testing of the eIDP on a number of wireless contemporary devices that are common place or emerging as every day tools for our staff.</p> <p>We have been able to identify a number of issues on the Android and Mac platforms that can be addressed through coding and additional downloads of freeware. Having these devices available to us during development is allowing the IT team to either adapt the eIDP to work with all these devices or to identify workarounds. IT staff are developing sections in the product Help sheet for each device, explaining issues and solutions to suit. The common operating systems such as Windows 7, MacOS, Android and Windows phone 7 mean that once these problems are identified they are likely to be common on other devices that come to market using the same operating systems. This grant will effectively improve accessibility for staff and make them more likely to engage with using the eIDP effectively.</p>

What did the project cost, including LSIS funding?	<p>Total costs:</p> <table><tr><td>Mentor costs:</td><td>£3,015.00</td><td>(67 hours)</td></tr><tr><td>Project team meeting:</td><td>£1,732.50</td><td>(38.5 hours)</td></tr><tr><td>Contract compliance:</td><td>£900.00</td><td>(20 hours)</td></tr><tr><td>e-IDP testing &amp; evaluation:</td><td>£3,285.00</td><td>(73 hours)</td></tr><tr><td>Development + management:</td><td>£11,295.00</td><td>(251 hours)</td></tr></table> <p><b>Total in-kind contribution by CCN: £20,227.50</b></p> <p>less LSIS funding claimed to date: £-3,000 less LSIS funding still to be claimed: £-3,000 <b>Total balance as at 31/03/2011: £14,227.50</b></p> <p>In addition LSIS provided a capital grant of <b>£5000</b> for equipment used in the development and testing programme, both technical and user based.</p>	Mentor costs:	£3,015.00	(67 hours)	Project team meeting:	£1,732.50	(38.5 hours)	Contract compliance:	£900.00	(20 hours)	e-IDP testing & evaluation:	£3,285.00	(73 hours)	Development + management:	£11,295.00	(251 hours)
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What has been the impact of your LIT project on your organisational improvement strategy?	<p>CCN has undertaken two staff surveys since the instigation of the Change Teams. The first, completed in early 2010, confirmed a 10% increase in the net promoter score, which is a World Class Skills indicator. A further survey completed by the CCN Research Centre is awaiting publication.</p> <p>The eIDP project has contributed to the Strategy Plan under Staff and Systems. It will also enable the HR Department to respond to Appraisal/Capability issues in a more timely and consistent manner.</p>															
What were the benefits of your LIT project?	<p>The benefit of the LIT project to the College's improvement strategy is the creation of a product that can measure and monitor the competencies for 21st Staff and is a clear achievement under the competencies for 21st Systems.</p> <p>The main benefit of the LIT project was the external focus from LSIS and the funding of a project mentor. This 'formalised' the project and enabled the team to consider additional objectives and outcomes which may not have been addressed had the activity been entirely 'in house'. The project has also ensured cross College working between HR, CDP and IT Services.</p> <p>The project is also consistent with our environmental policy of reducing paper flow through implementation of integrated IT systems supporting our business processes. Attaching files and setting targets electronically also centralises and consolidates where information is made available to staff, managers and HR.</p>															
What were the savings to your organisation?	<p>Because the project is only in testing and pilot stage we are as yet unable to quantify the savings, however we predict efficiencies and improvements in the following areas:</p>															

<p>How did you calculate them?</p>	<ul style="list-style-type: none"> <li>• Less paper produced by setting and monitoring targets online.</li> <li>• Appraisal forms can be completed in Word and attached saving filing space and further paper.</li> <li>• Less photocopying copies for staff member, manager and HR.</li> <li>• It will be possible to request CPD online and take advantage of economies of scale when purchasing training from providers.</li> <li>• Staff can complete the on-line Journal rather than the more onerous IFL Reflect process.</li> </ul> <p>We are not currently able to calculate savings; however the project is less about savings and more about ensuring consistency, compliance, measurement and the ability to deliver strategic change through technologically integrated systems.</p>
<p>What were the lessons learned?</p> <p>What tips do you have for other providers?</p> <p>How will you disseminate effective practice to others in the sector?</p>	<p>Scope can creep very easily and it's important to manage expectations of what can be delivered with a finite resource within the stated timeframe.</p> <p>With so many stakeholders it was important to understand how the development could support organisational change and our key strategic objectives first, before designing to a set of requirements.</p> <p>It is very important to set the scope of your project at the outset; what is in scope and more importantly what is out of scope. If further ideas and enhancements emerge these should form the basis of a follow on project.</p> <p>Always directly engage a project sponsor on your CMT and keep strategic objectives in mind throughout.</p> <p>Don't under estimate the amount of compliance and supplementary work required to demonstrate the value of the project to LSIS. Allocate resource to this from the outset.</p> <p>Much of the sector dissemination will be undertaken by the mentor in their role as Head of CPD at the College. This will take place through the mentor's sector contacts and their membership of supporting organisations.</p> <p>We also intend to disseminate through our College website and research centre web site. Regional FE colleagues will benefit through our JISC support frameworks, the Association of Colleges for the Easter Region (ACER) and of course LSIS</p>

	<p>itself.</p> <p>We will be happy to communicate with other institutions through the contact details listed below.</p>
<p>Provide a quote on your experience of the LSIS LIT project.</p> <p>Are you happy for us to use this and your contact details for marketing and publications?</p>	<p><i>"It's been a well resourced and support project that we have already begun to see real benefits from across the organisation. We now have the right platform to develop further and make a significant improvement in the visibility and quality of information pertaining to our greatest asset, staff."</i></p> <p>Yes, email contact not phone please.</p>
Contact details for further information	<p><a href="mailto:John.Pollitt@ccn.ac.uk">John.Pollitt@ccn.ac.uk</a></p> <p>01603 773022</p>

Please email all case studies to [eleadership@lsis.org.uk](mailto:eleadership@lsis.org.uk) by 18<sup>th</sup> March 2011