Addasu'r model HPT fel proses ar gyfer Addysg Uwch yn y DU

Adapting the Human Performance Technology model as a tool for Higher Education in the UK
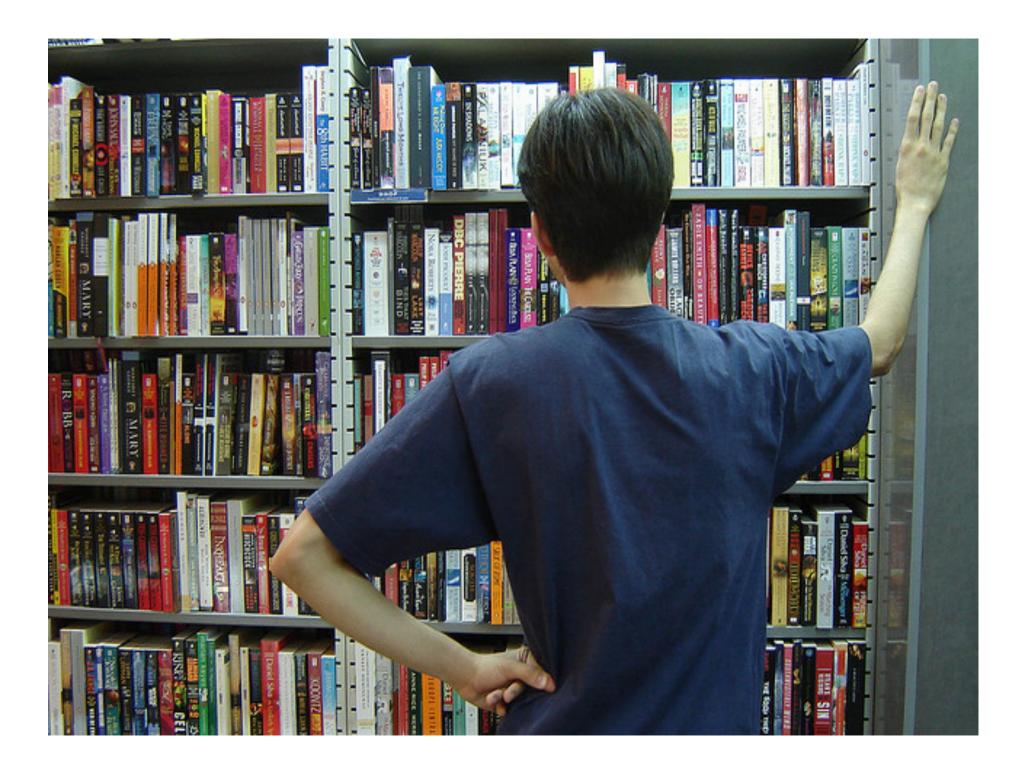
Cynnwys

- Rhestrau ar lein yn Aberystwyth a Bangor
- Cefndir y project
- Y model HPT/P3
- Beth yr ydym wedi dysgu hyd yn hyn
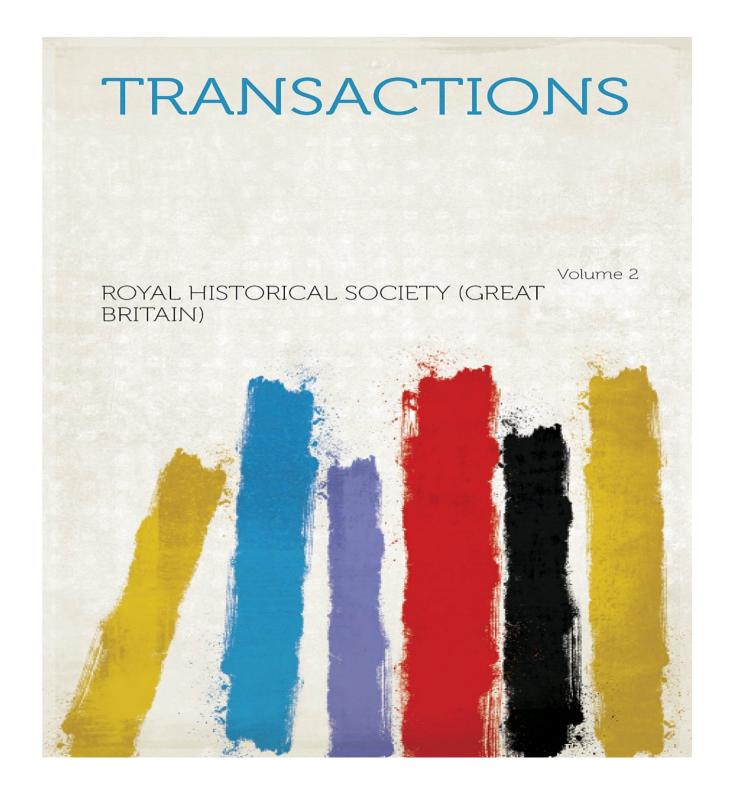- Allbwn i'r ddyfodol

Content

- Online Reading List implementation at Aberystwyth and Bangor
- Background to the project
- The HPT / P3 model
- Learning to date
- Future Outputs

TRANSACTIONS

Volume 2

ROYAL HISTORICAL SOCIETY (GREAT BRITAIN)

THE ARMIES OF IGNORANCE

THE RISE OF THE AMERICAN INTELLIGENCE EMPIRE

WILLIAM R. CORSON

≠ INEQUALITY

What can be done?

ANTHONY B. ATKINSON

101 WAYS TO MAKE YOUR MONEY GO FURTHER
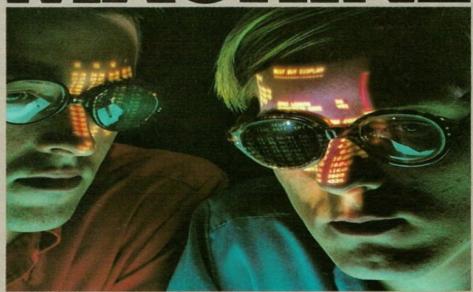
The Essential Guide to Surviving on a Budget

CAROL MILLS

JOSEPH HELLER

CATCH 22

2010 • evan hensleigh • typographics.futuraprime.net • photo: flickr/axkoch

Together We Go

FROM THE SECRET WORLD OF
HIGH TECHNOLOGY, THE
BESTSELLING, TRUE ACCOUNT OF
A RACE TO CREATE A NEW AND
REVOLUTIONARY COMPUTER...
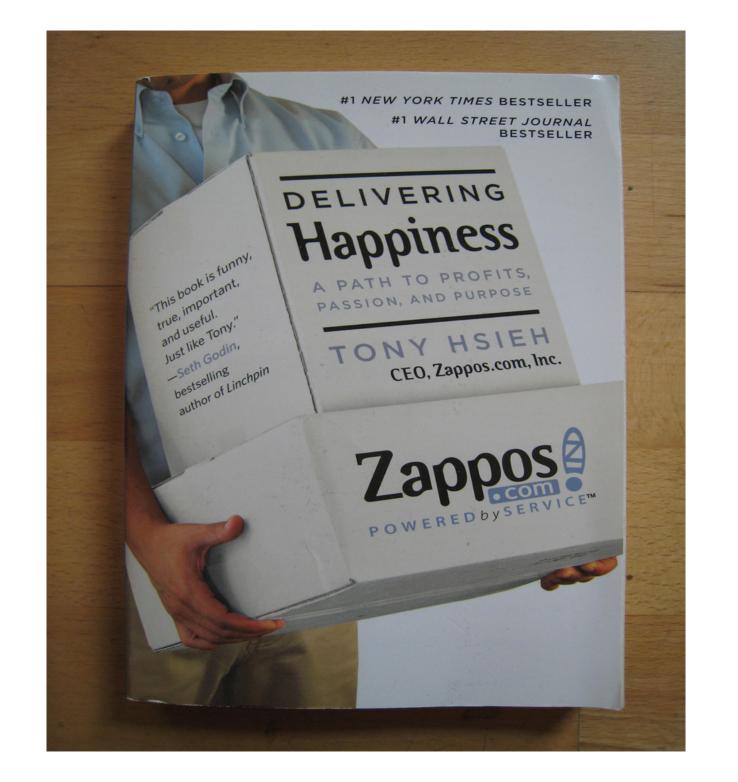
THE SOUL OF A NEW MACHINE

TRACY KIDDER

DELIVERING
Happiness

A PATH TO PROFITS, PASSION, AND PURPOSE

TONY HSIEH

CEO, Zappos.com, Inc.

Zappos.com!
POWERED by SERVICE™

How to be Danish

A journey to the cultural heart of Denmark

Patrick Kingsley

CYNGHRAIR STRATEGOL
STRATEGIC ALLIANCE

Cefndir i'r Project HPT

HPT Project Background

- Leadership Foundation Innovation Fund Jan-July 2015 supports key strategic themes from the Diamond Report and the efficiency agenda

- Joint Aberystwyth and Bangor initiative work

- Purpose to examine the use of the HPT model in HE to improve efficiency and effectiveness

- Model is used in private and public sectors internationally - not previously used in HE in the UK

- Looks at people, process and performance

- A holistic approach and seeks to engage all stakeholders

- The project is working with the Library Online Reading Lists Project teams in both universities

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Nod ag Amcanion y Project   Aims and Objectives of Project

1. Examine and modify the HPT model to fit with the UK's HE context and develop an appropriate model

2. Examine model to meet diverse functions within a University.

3. Apply the model to the implementation of on-line reading lists in the HE Library environment, which necessitates new processes, reskilling and culture change, across the institutions.

4. Examine other Library service areas where HPT can be applied.

5. Work collaboratively across the two Universities to:

   a. Expose the methodology to two University environments for enhanced in-project feedback and learning.

   b. Further enhance the existing collaborative activities between library services.

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Y Grŵp Llywio

Steering Group

- **Sue Hodges**, Project Lead and Director of Library and Archive Services, Bangor University

- **Julie Hart**, Librarian and Deputy Director Information Services, Aberystwyth University

- **Chris Drew**, Deputy Head of the Aber-Bangor Strategic Alliance

- **Nia Gwynn Meacher**, Deputy Director of Human Resources (Development), Bangor University

- **Garry Reed**, Director of Research, Business and Innovation, Bangor University

- **Darren Griffiths**, Head of Strategic Change, Bangor University

- **Julie McKeown**, Head of Project Management, Aberystwyth University

- **Dr Catrin Hughes**, Special Advisor on Strategic Governance and Collaboration, Aberystwyth University

- **Mairwen Owen,** Head of Academic Services, Project Manager, Bangor University

- **Lillian Stevenson,** Academic Services Manager, Project Manager, Aberystwyth University

Y Criw

The Gang

Prif Camau'r Project

Ionawr   Gweithdy a chyfarfod cychwynnol
             Creu'r Dogfen Agoriadol i'r Project

Chwefror   Dadansoddiad Cyfundrefnol
             Dadansoddiad Amgylcheddol
             Dadansoddiad bwlch

Mawrth   Diwrnod mentorau
             Dadansoddiad Achos
             Adrodd i Achlysur yr LF

Ebrill   Cynllun Gweithredu
             Adroddiad Dros dro

Mai   Ail edrych ar y model

Gorffennaf   Gweithredu
             Adroddiad Gwerthuso
             Rhannu gwybodaeth

Key Project Stages

January   Workshop and kick off meeting
            Draw up Project Initiation
            Document

February   Organisational Analysis
            Environmental Analysis
            Gap Analysis

March   Mentoring day
            Cause Analysis
            Report to LF event

April   Action Plan
            Interim Report

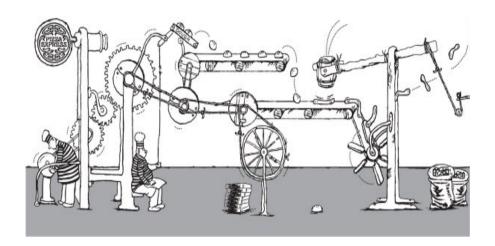**May**   Re examine model

July   Implementation
            Evaluation Report
            Dissemination
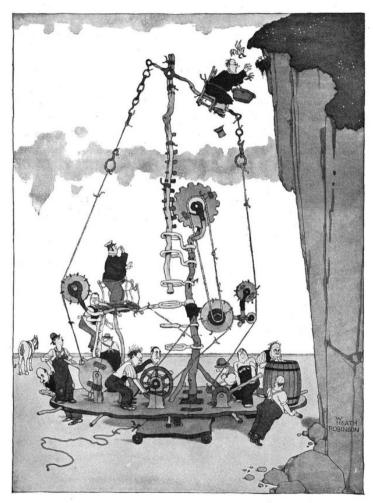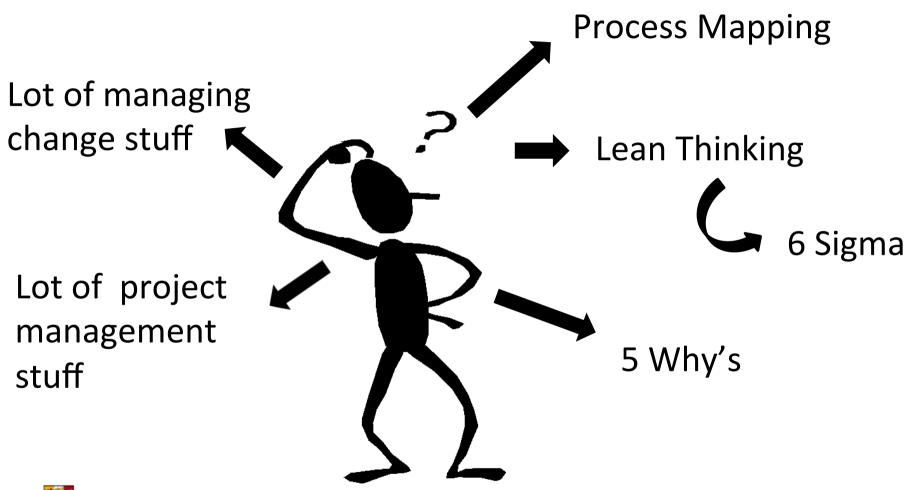
THE NEW MULTI-MOVEMENT MACHINE FOR GATHERING EASTER EGGS

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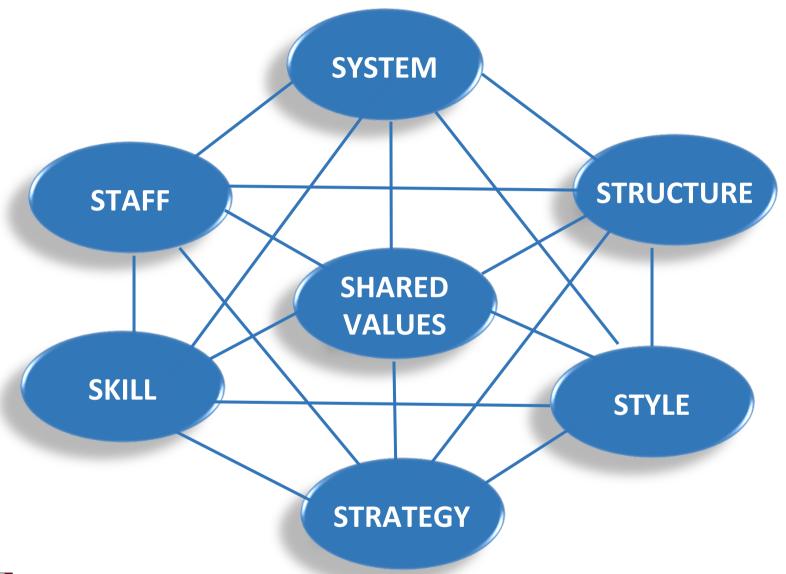
Pam chwilio am fodel?   **Why look for a model?**

Process Mapping

Lot of managing
change stuff

Lean Thinking

6 Sigma

Lot of project
management
stuff

5 Why's

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Beth ydy HPT?

A systematic approach to improving productivity and competence - (ISPI 2012)

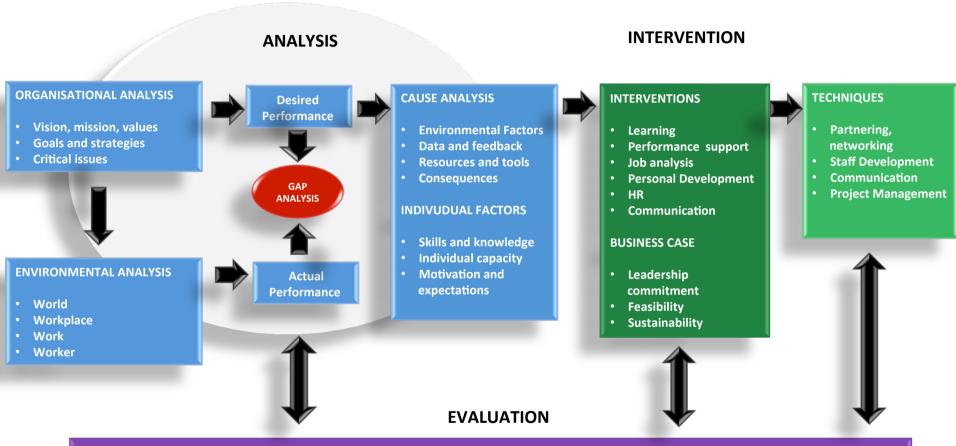## Pam Human Performance Technology?

- Focuses on results
- Takes a systematic view
- Adds value
- Collaborative process
- Determines the need, cause, feasibility and outcomes
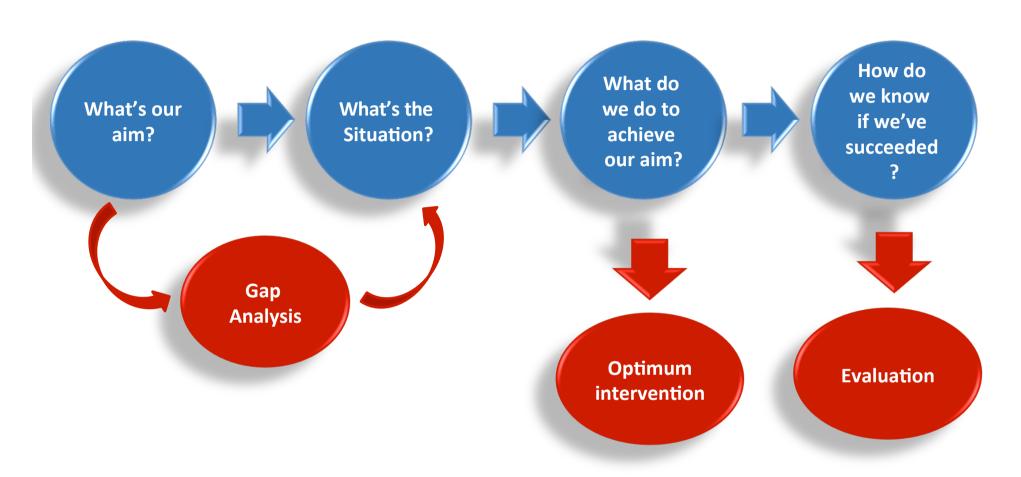- Evaluates the results and impact (ISPI 2012)

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ANALYSIS

INTERVENTION

ORGANISATIONAL ANALYSIS

- Vision, mission, values
- Goals and strategies
- Critical issues

Desired Performance

GAP ANALYSIS

CAUSE ANALYSIS

- Environmental Factors
- Data and feedback
- Resources and tools
- Consequences

INDIVUDUAL FACTORS

- Skills and knowledge
- Individual capacity
- Motivation and expectations

INTERVENTIONS

- Learning
- Performance support
- Job analysis
- Personal Development
- HR
- Communication

BUSINESS CASE

- Leadership commitment
- Feasibility
- Sustainability

TECHNIQUES

- Partnering, networking
- Staff Development
- Communication
- Project Management

ENVIRONMENTAL ANALYSIS

- World
- Workplace
- Work
- Worker

Actual Performance

EVALUATION

- FORMATIVE (LEVEL 0)
- SUMMARATIVE (LEVEL 1 -2)
- CONFIMATIVE (LEVELS 3-5)
- META EVALUATION – VALIDATION OF:

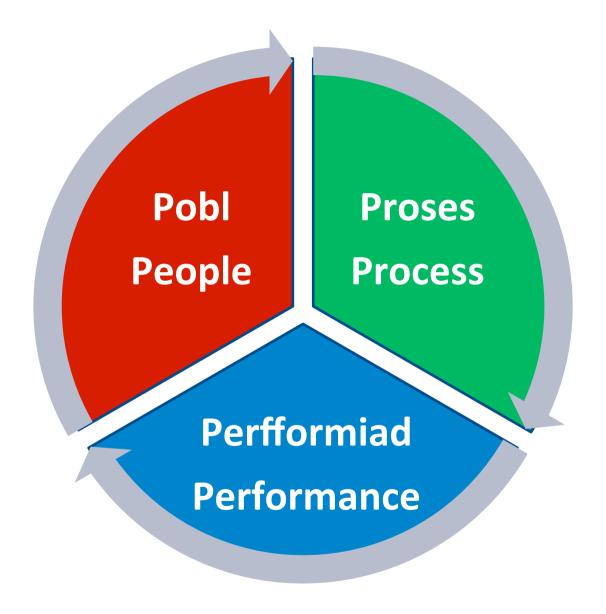Van Tiem, Moseley and Dessinger, 2012
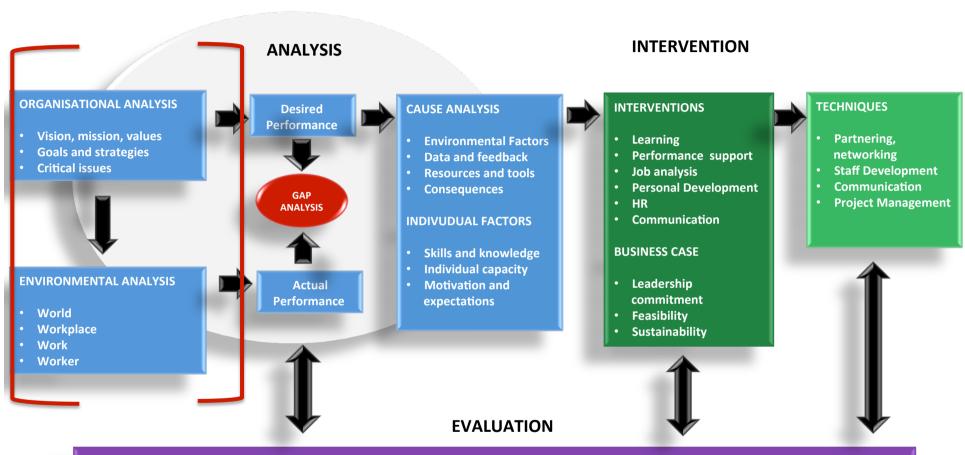
**Cychwyn - Gweithdy
yng Nghoed y Brenin**

**Starting off – Workshop in
Coed y Brenin**

- Examined change management
- Looked at different implementation of Talis Aspire Online Reading Lists System at Bangor and Aberystwyth
- Both projects struggling with processes, skills gap and cultural change across academic and central and professional areas
- Renamed the methodology to P3
- Defining the goals of the project
- Agreed Key Project Stages

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Van Tiem, Moseley and Dessinger, 2012

Datblygu Stragegaeth Clir   Developing a Clear Strategy

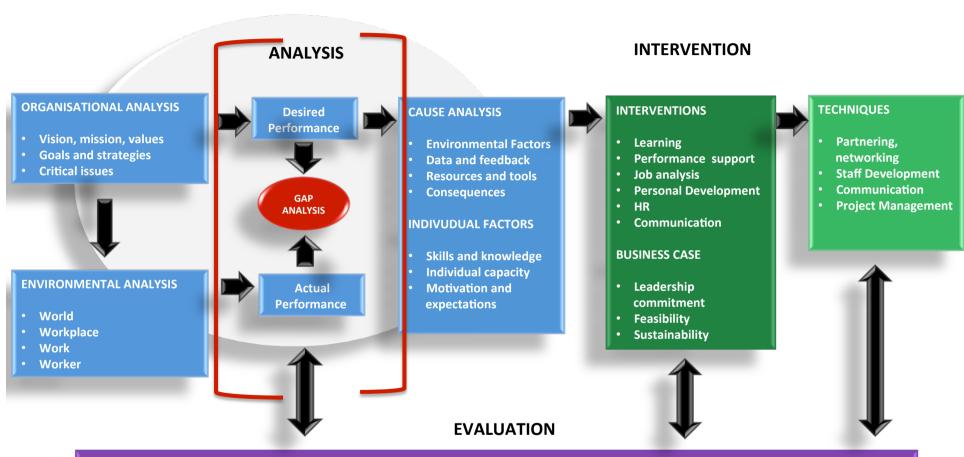|	
VISION • Outline of overall aim of the project and how it fits in with the University's overall objectives?	To address the development and delivery of an on line reading list service and to support the enhancement of processes and skills and thus encourage cultural change within the library and the academic community.
MISSION • What is the overall mission of the University? • How does the project / change support the mission?	As a centre of excellence for its varied portfolio of teaching and research, and for the unique, multicultural, inclusive experience it provides for its staff and students, the University aims to support the student experience by enhancing a key service provided by the Library.
VALUES • What are the underpinning values of the project?	• Parity of service for all students and staff. • The University's commitment to teaching and learning and to provide access to a wide range of excellent quality resources for students and staff.
GOALS AND STRATEGIES • What are the goals of the project? • Do they address the vision?	• To provide reading lists of required/core and recommended reading to students. • Enhance the student experience as demonstrated by improved NSS returns. • Ensure parity of service for all students and staff. • To organise Library resources more efficiently and effectively. • Raise awareness of, and increase the use of the reading list system by students and staff. • Improve budgetary management of the Library. • Expand the Library presence in the academic process. • Maximise the value and impact of resources purchased. • Address QAA comments regarding resource gaps. •

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Van Tiem, Moseley and Dessinger, 2012

Deall y bwlch mewn perfformiad   Understanding the gap in performance

	POSITIVE GAPS	NEUTRAL GAPS	NEGATIVE GAPS
PRESENT GAPS Current state of performance	Actual performance exceeds the desired performance • Skills levels of staff regarding knowledge to subject areas	Actual performance is the same as desired performance • New system interfaces with Blackboard	Actual performance is less than desired performance • No reading lists available • Clear workflows • No interface to identify gaps in the collection
FUTURE GAPS What to expect if trends continue	Actual performance will exceed the required performance • 100% in 15/16 • Measured impact of resources purchased	Actual performance will be the same as desired performance • Increase in percentage of modules with reading lists 50% in 15/16 and 90% in 16/17. • Adherence to reading list policy. • Increase in a positive response to NSS Q16 • Monthly budgetary report	Actual performance will become less than desired performance • Skills regarding manual entry on Blackboard?
Performance Improvement Opportunities			

WJ Rothwell, Beyond Training and Development - 2rd Edition 2005

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Adnabod Gwraidd yr Achosion   Understanding the Causes

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Van Tiem, Moseley and Dessinger, 2012

Gwerthuso

Ydych yn glir ynglyn ag amcan cyffredinol y project rhestr darllen? /
Are you clear about the overall objective of the reading list project?

1 o'r 13 yn dweud 'na' / 1 of the 13 said 'no'

Ydi'r materion allweddol sy'n hanfodol i'r project wedi cael sylw llawn?
Have the critical issues essential to the success of the project been fully addressed?

4 o'r 7 yn dweud 'na' / 4 of the 7 said 'no' – 2 did not respond

- *Collective and honest discussion*
- *Sharing experiences with other staff*
- *Learning about the other University's experience and also hopefully having clearer goals and better project management*

Beth yr ydym wedi dysgu hyd yn hyn?

What we've learnt to date?

- It takes time to address issues effectively at first but great efficiency savings later
- Communicate, communicate and communicate
- The big picture is essential
- Integrating evaluation is beneficial
- Need to work holistically
- Engagement with all partners and stakeholders is key
- Opportunity to think differently and work with each other
- A structure to work through
- Model needs to be part of the university's change management programme
- Keep it simple.

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Allbwn a Chanlyniadau   Outputs and Outcomes

- Report and information via social media on model approach for HE sector.
- New approach to implementing new reading list technologies established jointly by the Universities.
- Core group established who understand the methodology and seek to roll out further within each University
- Evaluation of a new holistic approach to organisational and performance improvement- can be compared with other approaches in the HE sector.
- Dissemination of the project at key conferences.
- Adapted model for the application of HPT in the HE sector.
- Identify potentially beneficial multimedia resources - OER?
- Consideration of potential to establish a UK community of practice based on the project outcomes

Unrhyw gwestiynau?

Any questions?

Am fwy o wybodaeth ewch i safle y Leadership Foundation Efficiency Exchange:
Check out The Leadership Foundation Efficiency Exchange at:

http://www.efficiencyexchange.ac.uk/network/leadership-foundation/

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