

Project Proposal for Embed-IT

1 Background

The JISC-funded Work-with-IT project undertaken by the University of Strathclyde is examining the evolution of working practices across FE and HE. The initial 1-year project, commissioned in 2008, examined the effect of technology on working practices and staff attitudes and the resulting impact on staff roles and responsibilities. JISC then commissioned a second phase of Work-with-IT in 2009 to examine changing staff roles and responsibilities from a wider perspective through exploration of the remaining PES(T)LE dimensions – political, economic, social, legal and environmental. Finally, since at the time of commissioning of phase I, the use of Web 2.0 technologies within FE and HE was still in its infancy and as a result it was too early to analyse the effect of Web 2.0 technologies on the evolution of working practices, a third and final phase was commissioned in October 2009 to investigate the effect that Web 2.0 technologies are having on the evolution of working practices and staff attitudes, and the resulting impact on staff roles and responsibilities across FE and HE.

In addition to developing case studies and advice and guidance materials and exploring drivers for change and future working practice scenarios, the Work-with-IT project identified 5 key areas where change is required if institutions are to effectively embrace and embed technology-enhanced working practices.

1. A more holistic approach needs to be adopted, where institutions ensure that organisational structures support timely revision and linkage to strategies, an understanding of the complexity of issues at the highest level and strategic leadership which empowers and encourages staff to evolve their working practices in line with strategy.
2. Human resources (HR) policies, procedures and practices need to be updated to effectively support and develop evolving staff roles. Without this, institutions will be unable to effectively capitalise on the opportunities afforded by emerging technologies or be sufficiently agile to respond to changing PESLE factors in a timely and effective manner.
3. While staff development is in general effective when it comes to 'hard' aspects such as how to use particular technologies, significant work is required to support development of 'soft' skills such as relationship management, boundary management, and understanding the potential and impact of technologies.
4. A more holistic approach to change management needs to be adopted which involves key institutional functions such as staff development, HR, IT services and change management from the outset of development projects.
5. Horizon scanning needs to be embedded in institutional processes and procedures if institutions are to be successful in the ever evolving environment.

JISC now wishes to embed the findings of Work-with-IT in institutional practice and to address the gaps identified. It is proposed that this be achieved through the Embed-IT project which will be jointly undertaken by the University of Strathclyde and SEDA.

2 Aims, Objectives and Deliverables

The aim of the Embed-IT project as a whole is to embed the effective practice advice and required changes identified by the JISC funded Work-with-IT project and other related outputs from JISC's *Changing Staff Roles, Relationships and Associated Skills* theme to facilitate general sector-wide change which will enable institutions to develop and support staff to more effectively embrace and embed innovative technology-enhanced working practices, thus enabling the UK to maintain its position as a global leader in education.

To achieve this, the following objectives have been set:

- To work formally with key sector organisations and professional bodies to target and effect change in 4 key areas:
 - Alignment of institutional strategies, leadership and organisational development
 - Change management to embed new ways of working
 - Staff development to support effective working
 - Human resource strategy & procedures and standards frameworks
- To develop well-targeted and tested support materials that can be used by institutions to assess the implications of, implement, and embed innovative technology-enhanced working practices within institutions;

- To disseminate the Work-with-IT and Embed-IT resources collaboratively with the key sector organisations and professional bodies to maximise uptake by their members

These objectives will be achieved through the following nine deliverables:

D1: Formal commitment from key sector organisations and professional bodies to work-with Embed-IT to affect and embed the sector-wide changes and practices identified by Work-with-IT;

D2: A framework for supporting and embedding innovative technology-enhanced working practices with institutions;

D3: Commissioning of 5 intervention pilots based in institutions which will allow the embedding framework and other Work-with-IT outputs to be tested and refined;

D4: 5 intervention pilots and an accompanying synthesis report which will test, refine and reflect on the embedding framework and other Work-with-IT outputs;

D5: An on-line toolkit which helps institutions and sector organisations assess their organisational, staff development, human resources and change management readiness to embed innovative technology-enhanced working practices;

D6: Evidence of the embedding of the Work-with-IT findings by the professional bodies;

D7: Sector wide dissemination designed to encourage sector wide change that is attuned to the different professional needs within the sector. This will include a series of roadshows based on the findings of Work-with-IT and Embed-IT;

D8: A report on the effectiveness of the Embed-IT project activities in embedding the outputs of Work-with-IT and Embed-IT in a way that will delivery and embed sector wide change;

D9: A final report on the Embed-IT project which summaries and evaluates the activities and reflects on the embedding and sector change that has been achieved. This report will be undertaken in partnership with SEDA.

These objectives and associated deliverables address the first 4 areas of required change identified by Work-with-IT and summarised in section 1. The fifth – horizon scanning – is not addressed within this proposal for the Embed-IT project.

3 Overview of our approach

As discussed in section 1, the Work-with-IT project identified a number of areas where sector wide change is required. This change can only be embedded by changing and embedding effective practice be it by senior management, human resources, staff developers, change managers and staff in general. While Work-with-IT identified a number of support mechanisms – intervention frameworks, self-assessment toolkit, competency frameworks and refined human resources and organisational practice – these will only succeed in affecting change if they have the buy-in from the key sector organisations and professional bodies. Thus, the core of the Embed-IT approach is to work with the professional bodies and other relevant sector organisations to develop and test these support mechanism and embed these in professional practice of their members. This will be achieved by leveraging SEDA's professional and sector knowledge and contacts to act as a broker and conduit to ensure that the support mechanisms identified by Work-with-IT are adopted and embedded by relevant sector organisations and professional bodies. This will be achieved through the following 10 work packages.

3.1 WP1: Broker activity (SEDA)

SEDA will act as a broker organisation, working with a number of key professional associations and institutions to identify professional and organisational development challenges which might be ameliorated through better knowledge of the Work -with-IT outcomes and advice and guidance. In WP1 SEDA will establish a network of key stakeholders covering the diverse landscape across HE and HE in FE. To this end the Programme Manager for this work (Myles Danson), SEDA and Strathclyde have met with the following organisations to discuss their potential role in this activity. All have offered to undertake formal roles in the proposed initiative:

UCISA SDG	http://www.ucisa.ac.uk/groups/sdg.aspx
UHR	http://www.uhr.ac.uk/
AUA	http://www.aua.ac.uk/
SCONUL	http://www.sconul.ac.uk/

LFHE	http://www.lfhe.ac.uk/
SDF	http://www.staffdevelopment.ac.uk/
ODHE Group	http://www.lfhe.ac.uk/networks/od/odmeetings.html
AMOSSHE	http://www.amosshe.org.uk

All these organisations agree that this work is pertinent and timely. They each bring a particular perspective and it is considered that this multi-approach by proponents/experts within these different organisations addressing a significant change management issue will bring significant benefits.

The project will also work with the JISC Advisory Service, in particular JISC Netskills and JISC infoNet. The project will seek their input on developments and how the findings of the project can be disseminated and embedded within JISC Advisory Services provision. This should further aid dissemination and embedding within the sector.

In WP1, SEDA will take responsibility for obtaining formal commitment of the above organisations and proactively manage knowledge exchange between partners to achieve the project goals. Appendix 2 provides formal confirmation from those organisations which have been able to confirm this in writing by today's deadline. Others have agreed orally and written full written confirmation is expected by the end of the year (delays have occurred because agreement has to be made by executive committees).

3.2 WP2: Framework development and refinement (Strathclyde)

The findings of Work-with-IT are concerned with how emerging technology can be incorporated into effective working practices that benefit institutions, their staff and students. To help institutions achieve this, a framework which supports institutions to effectively embed technology-enhanced working practices will be developed based on the Work-with-IT findings. In particular, the framework will help institutions identify issues and customised holistic solutions in 4 key areas:

- Alignment of institutional strategies, leadership and organisational development
- Change management to embed new ways of working
- Staff development to support effective working
- Human resource strategy & procedures and competency frameworks

While the components of the framework have already been identified through the detailed studies and analysis of Work-with-IT, the framework will be developed in collaboration with the key professional bodies identified in WP1 to build buy-in and ensure appropriate and meaningful content. Collaborative development will be achieved through initial brainstorming session(s) with key representatives. The Strathclyde team will then develop the framework and circulate it to the representatives for feedback on language and relevance. This will lead to a pilot embedding framework which will then be tested in WP3 and further refined as necessary. The key representatives, who will have appropriate backgrounds and expertise, will then be asked to undertake a final peer review. This embedding framework satisfies D2.

3.3 WP3: Commissioning intervention pilots (SEDA)

To ensure that the embedding and sector change objectives of Embed-IT are met the project will pilot the proposed embedding framework (WP4) and the assessment toolkit (WP5) in real-world situations. To achieve this, the project will commission 5 pilot institutions to work with the project team for a fee of £10,000 each. SEDA will be responsible for the commissioning. Each of the partner professional bodies will be asked to identify potential pilot institutions which are planning a significant implementation of a new technology-enhanced working practice between 02/10 and 06/10. Selection of pilot institutions will be based on the following criteria:

- Linkage to professional body
- Encompasses significant change management, staff and/or organisational development requirements
- Willingness to test framework and assessment toolkit
- Commitment and enthusiasm from senior institutional manager
- Sufficient staff resources available to work with Strathclyde team
- Commitment to ongoing dissemination of pilot and general project results

In agreeing to participate the institutions will be committing to work with the Strathclyde team and to produce a written report on the pilots and testing.

To ensure clarity of expectations, the Strathclyde team will provide a written participation agreement for signing, which will be revised by SEDA as appropriate. This agreement will include details of: activities to be undertaken, support provision by the Strathclyde team, required outputs from pilot institutions, ethics and data protection plan, timescales, contact details and payment details.

SEDA will be responsible for the identification, commissioning and payment of the pilot sites. Payment will be in two stages – a payment of £5,000 followed by £5,000 on acceptance by the Strathclyde-SEDA project team of a satisfactory written report from the institution. The successful commissioning of 5 pilots constitutes deliverable D3.

3.4 WP4: Institutional intervention pilots (Strathclyde)

WP4, led by the University of Strathclyde, is designed to test the embedding framework in real-world institutional contexts and to gather further information on the interventions required to effectively embed new technology-enhanced working practices in institutions. The pilots will be undertaken as follows. After agreeing to the participation agreement (see WP3), initial discussions will be undertaken between the pilot site and the Strathclyde project team to gather information on the intervention context and the institutional aims and objectives relating to: (i) embedding the new working practice and (ii) participation in the pilot. The Strathclyde team will then develop a bespoke workshop based around the embedding framework. This will be delivered on site by the Strathclyde team to key members of the working practice implementation team within the institution. The workshop will be designed to ensure that the institutional team take away a refined implementation plan with concrete objectives, milestones and engagement strategies. Telephone support will be available from the Strathclyde team during the implementation period. The institutional team will then produce a reflective report on their experiences of embedding the change and the framework and workshop. The format of the report will be clearly specified in the initial participation agreement.

It should be noted that timescales may not permit the Embed-IT pilots to be involved with the full embedding of the new working practice. Thus individual pilots are likely to focus on particular aspects such:

- Alignment of institutional strategies, leadership and organisational development
- Change management to embed new ways of working
- Staff development to support effective working
- Human resource strategy & procedures and competency frameworks

The completion of the intervention pilots and the synthesis of the results form deliverable D4. The synthesis will be published as part of the final report of Embed-IT.

3.5 WP5: Self-assessment toolkit development (Strathclyde)

The purpose of the self-assessment toolkit is to provide institutions and sector organisations with a means of assessing their readiness to leverage and embed technology-enhanced working practices. It will aid them in baselining their current institutional context and identify the steps required to improve their 'readiness'. The toolkit will focus on the following areas:

- Institutional strategies, policies and organisation
- Change management provision
- Staff development provision
- Human resource strategy & procedures and competency frameworks

The self-assessment toolkit will be an interactive web-based tool, developed along the lines of the information systems management and governance toolkit already developed by the University of Strathclyde. A paper version will also be provided. Development, led by the Strathclyde team, will be undertaken in four steps. First, a toolkit specification will be developed in collaboration with key representatives from the professional bodies and JISC infoNet. A pilot toolkit will then be developed using this specification. The pilot toolkit will then be tested by the 5 institutional pilot sites and representatives from the professional bodies. Based on feedback the toolkit will then be revised to produce deliverable D5, the self-assessment toolkit.

3.6 WP6: Embedding through professional bodies (SEDA)

For sector wide change to be facilitated, the findings from Work-with-IT need to be owned and promoted by the sector's professional bodies and training organisations so that they become embedded in the professional practice of the sector. In WP6, SEDA will work with the relevant professional bodies and training organisations to:

- (i) Update existing professional development and standards frameworks to address the skills issues identified by Work-with-IT
- (ii) Refine strategy, policy and professional advice to senior institutional managers, change managers, staff development managers and human resource managers to support evolving roles and working practices
- (iii) Tailor the Work-with-IT advice and guidance material for particular professional audiences
- (iv) Encourage development of supporting training materials

SEDA will provide the raw material – i.e. Work-with-IT & Embed-IT findings and general advice regarding the embedding. Financial or expert support will be provided to the professional bodies to help them develop the relevant material. The integration of the Work-with-IT & Embed-IT findings into the various professional bodies' materials ((i) – (iv)) constitutes deliverable D6.

3.7 WP7: Engagement & dissemination (SEDA with Strathclyde)

Continual engagement and knowledge exchange between the project and the relevant sector organisations and professional bodies will be key to success. SEDA will lead this engagement. A key element of this work package will be to identify and leverage appropriate dissemination opportunities in collaboration with the relevant organisations bodies.

Development of Work-with-IT roadshows which will visit the professional bodies' conferences or other relevant events has already been agreed. Strathclyde will develop the actual roadshow materials in conjunction with SEDA and the Embed-IT advisory board. Representatives from the Strathclyde and SEDA teams will attend these events as appropriate.

Where the opportunity arises and resources permit, the project team will also produce articles for relevant professional and academic publications.

Embed-IT will use the existing Work-with-IT project website (<http://ewds.strath.ac.uk/work-with-it>) for on-line dissemination. All deliverables, once approved by JISC will be available on this site.

The roadshows and any additional dissemination activities constitute deliverable D7.

3.8 WP8: Evaluation (SEDA)

The evaluation work package lead by SEDA will assess the degree to which the outputs from Work-with-IT have been embedded into the sectors professional practice. This will be undertaken in collaboration with the evaluators for the JISC Roles and Responsibilities programme. Key indicators for success will be finalised with JISC and their programme evaluators 1 month from project startup however these are likely to be based on the following:

- The number of professional associations which are linked to institutional intervention pilot sites
- The extent to which outcomes from the institutional pilot sites are reflected in the activity of the professional organisations such as:
 - Conference themes
 - Publications
 - Website content
 - CPD frameworks
 - Committee agenda items
- The number of invitations to present roadshow materials
- The changes made to national frameworks such as SEDA Professional Development Framework, UK Professional Standards Framework
- The number of institutional pilot sites presenting outcomes at sector wide professional events

The evaluation process will be ongoing and will be used to refine the various activities to ensure the overall aims and objectives of Embed-IT are met. This assessment will be written up as a report on the embedding and sector change facilitated by the project, forming deliverable D8. It will be published as a section within the projects final report.

3.9 WP9: Final report (SEDA with Strathclyde)

The final report will be produced in collaboration with SEDA. Strathclyde will summarise the deliverables and reflect on the work packages which it led on, with SEDA doing the same. The report introduction, structure, conclusions and reflections will be developed jointly. A draft report will be submitted to the project's advisory board and JISC for peer review 1 month before the completion date. The revised final report constitutes deliverable D9

3.10 WP8: Project management (SEDA with Strathclyde)

The study will be underpinned by sound project management (WP4) which is discussed in more detail in section 5.

4 Work plan, milestones and project team commitments

The main activities – work packages (WP) - and milestones associated with deliverables D1-D9 for the project are shown in the following table, together with the planned start date (18/01/10) and end date (31/09/10) followed by the planned amount of effort required by each activity.

WP & milestones	18/01-31/01	01/02-14/02	15/02-28/02	01/03-14/03	15/03-28/03	29/03-04/04	05/04-18/04	19/04-02/05	03/05-16/05	17/05-30/05	31/05-06/06	07/06-20/06	21/06-04/07	05/07-18/07	19/07-01/08	02/08-15/08	16/08-29/08	30/08-05/09	06/09-19/09	20/09-30/09
WP1: Brokerage activity																				
- D1: Letters of engagement																				
WP2: Framework development																				
- Framework (working)																				
- D2: Framework (final)																				
WP3: Commissioning of intervention studies																				
- D3-1 – D3-5 Participation Agreements																				
WP4: Institutional interventions																				
- Embedding workshops (5)																				
- Intervention reports (5)																				
- D4: Synthesis report																				
WP5: Toolkit																				
- Toolkit specification																				
- Toolkit (working)																				
- Testing																				
- D5: Toolkit (final)																				
WP6: Sector embedding																				
- D6: Embedding in professional bodies material																				
WP7: Engagement & dissemination																				
- Identification of engagement & change opps.																				
- D7: Roadshow events (3-5)																				
WP8: Evaluation of embedding																				
- Agree evaluation plan																				
- D8: Evaluation report on embedding & change																				
WP9: Final report																				
- Draft final report																				
- D9: Final report																				
WP10: Project Management																				
- Project progress calls																				
- Project plan																				
- Advisory boards meetings																				
- Completion & budget report																				

Work Package
 Milestone
 D: Deliverable

The staff effort which will contribute to each of the work packages is summarised below. The synthesis and report effort noted here is in addition to the corresponding staff effort assigned to Phase II.

Activity	WP Lead	Strath: McDonald	Strath: Cullen	Strath: Nicol	Strath: MacDonald	Strath: admin	SEDA: Hall	SEDA: proj man	SEDA: Admin	SEDA: expert	Total Days
WP1: Brokerage	SEDA	0	0	0	0	0	4	2	4	0	10
WP2: Embedding framework	Strath	5	2	0	10	0	0	0	0	0	17
WP3: Commission pilots	SEDA	1	2	0	2	0	1	4	4	0	14
WP4: Interventions	Strath	10	12	1	8	0	0	0	0	0	31
WP5: Toolkit	Strath	5	15	0.5	0	0	0	0	0	0	20.5
WP6: Sector embedding	SEDA	0	0	0	0	0	0	4	2	8	14
WP7: Dissemination	SEDA	5	5	0	5	0	1	3	4	0	23
WP8: Evaluation	SEDA	1	0	0	0	0	1	1	3	0	6
WP9: Final report	SEDA	10	5	0.5	6	0	1	2	1	0	25.5
WP10: Project man.	SEDA	3	5.5	0	0	4.5	1	2	0	0	16
Total days		40	46.5	2	31	4.5	9	18	18	8	177

5 Project management & governance

The Embed-IT project constitutes a partnership between SEDA, the University of Strathclyde and key sector organisations and professional bodies. Overall leadership and direction will be provided by two co-directors – Julie Hall, SEDA Vice Chair and Dr Diane McDonald, the Work-with-IT project director from the University of Strathclyde. The appointment of co-directors will ensure that the SEDA and Strathclyde led activities are aligned to the overall project aims and objectives and address emerging issues.

As

Figure 1 below illustrates, overall project management of Embed-IT will be undertaken by SEDA in accordance to JISC's Project Management Guidelines. The SEDA project manager is to be recruited. This and recruitment of consultants where required will be overseen by Julie Hall, an experienced HE professional.

As WP3, WP4 & WP5 are to be delivered by the University of Strathclyde, these work packages will be project managed by Strathclyde. This will be undertaken in line with to JISC's Project Management Guidelines by Dr McDonald, an experienced project manager and Ms Cullen who was the main researcher on the Work-with-IT project. Progress will be reported back to the SEDA project manager on a regular basis. Day-to-day project management will be based around the Prince II methodology.

Each project manager will set regular team meetings to discuss issues and assess on progress and adjust plans as required to ensure effectiveness of the project and to adapt to arising issues. Where issues require additional advice, input will be sought from the project advisory group. Regular telephone conferences will also be held with the JISC programme manager or ensure the project is progressing on schedule.

The advisory group will consist of representatives from the key sector organisations and professional bodies and the JISC programme manager with responsibility for the Embed-IT project. The advisory board will meet twice early on in the project and to review the final outputs. However, developing outputs and issues will be referred to the board for input as the needs arise. Further, any conflicts between the different teams regarding direction, timescales or priorities etc will be referred to the advisory board.

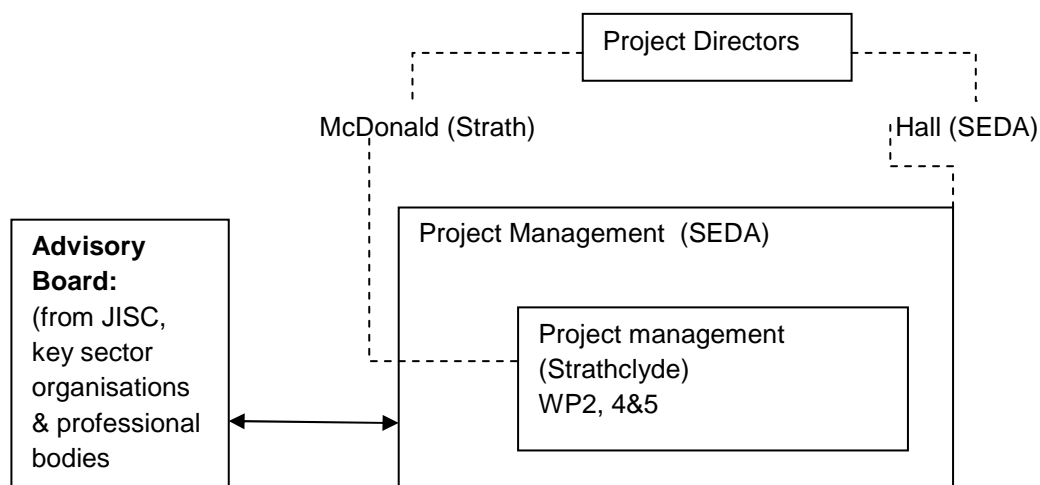


Figure 1: Overview of Governance arrangements for the Embed-IT project

5.1 Risk Analysis

The risks to the project which were assessed using JISC's project management guidelines are presented below:

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Loss or unavailability of project staff	2	3	6	The impact of loss of members of the project team is reduced by the fact that the project is embedded in Learning Services, enabling other suitable staff to be called on as required.
Ineffective partnership between SEDA and Strathclyde	1	5	5	Workpackages have been split to minimise dependencies but maximise the skills and strengths of each partner. Further, fortnightly teleconferences and 4 scheduled face to face meetings will be used to keep in touch and check progress.
Lack of cooperation from representative agencies (e.g. UCISA, SCONUL, AUA, Leadership Foundation etc)	1	5	5	SEDA will facilitate such engagement. Further an initial meeting with these bodies has already secured interest and commitment.
Difficulties in engaging institutions in pilot interventions	2	4	8	SEDA, JISC and the professional bodies will help identify and secure pilots. Further payment (see SEDA proposal) will encourage participation.
Restricted time available for testing of toolkit	4	2	8	Unfortunately funder timescales means that the time available for testing of toolkit will be restricted. However the severity of this is minimised as the toolkit will be based on an existing well-tested one, dealing with a different topic. Further the toolkit contents will be based on the findings of Work-with-IT which are further tested and refined in WP4.
Lack of uptake of project outputs by FE and HE	2	4	8	Partnership with SEDA and through them the other professional bodies will ensure outputs appropriately targeted and embedded in professional development.

5.2 IPR

The partners note that any information not already in the public domain and all outputs of the project will be the property of HEFCE on behalf of JISC and its funding partners.

5.3 Ethics, Data Protection and Confidentiality

The project will be undertaken in accordance with the University's Ethics policy (<http://www.mis.strath.ac.uk/Secretariat/pdf/Code%20of%20Practice%20-%202005.pdf>) and the ethics plan already in place for the original Work-with-IT project which is based on informed, consensual participation, confidentiality as appropriate, impartiality and compliance with Data Protection Act.

5.4 Accessibility

All output, including the interactive website, will be developed in line with TechDis good practice guidelines.

6 Costs

Details of the costs and institutional/organisational contributions is considered 'commercial in confidence' and is therefore included as a separate appendix.

7 Appendix 1

Written confirmation from other organisations –

SEDA have verbal agreement from all organisations mentioned in the proposal but only the Leadership Foundation, JISC Netskills and AMOSSHE have the governance arrangements for them to confirm in writing at such short notice.

From: Paul Gentle [mailto:Paul.Gentle@lfhe.ac.uk]
Sent: 09 December 2009 12:42
To: Julie Hall
Subject: RE: Invitation to JISC - SEDA Staff Development Project

Dear Julie

Thanks for your helpful reply.

I agree that the Work-with-IT outputs are likely to be of interest to those who design our programmes, including myself. I would be very happy to talk to the Strathclyde consultants and consider how we might embed their work into our programmes.

I would also be delighted to be the Leadership Foundation's representative on the virtual steering group.

Would it be helpful for me to arrange to spend a day in Glasgow in January?

Best wishes,

Paul

Dr Paul Gentle

Programme Director

Leadership Foundation for Higher Education

First Floor, Holborn Gate

330 High Holborn

London

WC1V 7QT

T:01822 841678

07545 075474

Dear JISC

I am writing to confirm that the organisation I represent JISC Netskills will take part in the project discussed at the meeting at Woburn House on 23rd November 2009. As identified by the JISC Work-with IT project (<http://ewds.strath.ac.uk/work-with-it/Home.aspx>) we recognise that new technologies offer the potential to enhance the delivery of the business functions of education, research, knowledge exchange, libraries and IT services and administration found within FE and HE through, for example, enhanced student-focussed services, sharing of global research resources, improved access to IPR and increased efficiency. However we also recognise that the introduction of technology-enhanced services and business processes significantly impact the working practices of staff who deliver these services as their day-to-day working practices, internal relationships and indeed roles. Like the Work-with IT project we recognise that unless these staff are supported in the sometimes radical changes required of them, the effective exploitation of new technology-enhanced business processes and capabilities will not necessarily follow.

We are interested in ensuring that the out puts of this project are reflected in and embedded within our work and thus we would like to play a role in the Embed IT follow up project. Our role would be:

1. To work with a consultant to identify where we might review JISC Netskills' materials and programmes in the light of the Work with IT outputs and with the consultancy support makes changes where appropriate
2. To identify through our professional networks other possible pilot sites which would benefit from work with the Embed-IT project
3. To contribute to the evaluation of and dissemination of a Toolkit to aid organisations and institutions in assessing their readiness to capitalise on technology enhanced working, for example, by aiding dissemination through workshops/events and/or online activities.
4. To act as a member of a virtual project board
5. To provide a liaison function between the project and the JISC services that make up JISC Advance

We understand that SEDA will be the link between JISC Netskills and the Embed IT project and that the consultants will work with us through to the Spring 2010. The benefits for the organisation include:

- Networking across the sector
- An opportunity to review our work in the light of the Work with IT findings
- An opportunity to embed a critical area of work into the work of JISC Netskills
- An opportunity to shape a national resource.

Kind regards

D.W.Hartland

Dear JISC

Re.: **Embed-IT**

1. I write to confirm that AMOSSHE, the Student Services Organisation, welcomes the opportunity to participate in Embed-IT.

2. AMOSSHE is acutely aware of the potential, as identified by Work-with IT, that new technologies offer to enhance the delivery of student services in higher education (HE). We recently ran a CPD event on the use of IT in delivering student services. Myles Danson, JISC programme manager, spoke at the conference, and was keen to work further with AMOSSHE and its membership to take forward relevant JISC work.

3. Introducing technology-enhanced services and business processes can have a significant impact on the working practices of front line staff and their day-to-day practices, internal relationships and indeed roles. Like Work-with IT, AMOSSHE recognises that these staff must be fully supported to deliver the sometimes radical changes required of them if new systems are to be successful, and their benefits fully realised.

4. AMOSSHE is keen to ensure that the outputs of Work-with IT are reflected in and embedded within the work of student services departments throughout UK HE. We could productively support Embed by:

- a. Working with a consultant to identify where the services provided by the AMOSSHE membership might benefit from reviewing their processes and practices in the light of the Work with IT outputs and consider the consultancy support that could assist them in making appropriate changes
- b. Drawing on our professional networks to identify other possible pilot sites to work with Embed-IT.
- c. Contributing to the evaluation of the Embed-IT toolkit.
- d. Supporting the dissemination strategy for the Embed-IT toolkit, such including links to the project outputs on the AMOSSHE website www.amosshe.org.uk
- e. Being a member of the virtual project board.

5. AMOSSHE understands that SEDA will be the link between AMOSSHE and the Embed IT project. We further understand that the project consultants will work with us for the duration of the project, until spring 2010. The benefits for the organisation include:

- Networking across the sector
- An opportunity to review our work in the light of the Work with IT findings
- An opportunity to embed a critical area of work into our practice
- An opportunity to shape a national resource.

6. If you have any questions regarding AMOSSHE's support for Embed-IT, please contact me direct on s.w.wright@swansea.ac.uk or contact Raegan Hiles, AMOSSHE Policy and Public Affairs Manager on r.hiles@amosshe.org.uk or 0207 133 2691.

Yours faithfully

