

# “Empowering consistency and learning from key resources”

ENOHE 2014 – University of Warsaw, Poland

Friday 16 May 2014

**Steven du Crôs**

Digital Media Officer

Office of the Independent Adjudicator for Higher Education

[steven.ducros@oiahe.org.uk](mailto:steven.ducros@oiahe.org.uk)

(+44)118 959 9813

@oiahe



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# Introduction

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*“The more extensive a man’s knowledge of what has been done, the greater will be his power of knowing what to do.”*

Benjamin Disraeli - Former Prime Minister of the UK

- Capturing knowledge is an important part of growth, education and development.
- Mistakes can happen - but it's how we learn from them
- Consistency throughout the organisation is key.

### Start of the knowledge management process

#### Recognition

- In February 2010 the OIA published the Pathway Report and stated in Recommendation 26: "The OIA should develop its knowledge management system as a way of ensuring that its decisions continue to be evidence-based and consistent" Pathway Report, OIA, 2010

#### Hiring of a Knowledge Management Consultant

- After consultation, in October 2010, the OIA approved a contract to help fund its new Knowledge unit to realise the OIA's commitment.
- A steering group was assembled to oversee the project and help the consultant get together a vision paper.

### Start of Phase 1 - Build and knowledge gathering

#### Technology

- Choosing the correct software was important. Engagement of IT and the knowledge management consultant.
- Provisional and experimental of the software is key.
- Having the user feedback from a pilot trial is vital. Consider how users' capacity build to build future.

3-SharePoint

oasis

#### Generation of 'Oasis'

- Required details for Knowledge Management Contributor
- Complete an initial guidance already developed
- Assess what existing data could be shared
- Assess content responsibility for the development and maintenance of guidance
- Generate guidance for the office to give everybody responsibility for knowledge sharing

### Phase 1 - Release of Oasis

- Check content level of staff
- Collaborate notes of writers, experience and available to use with users
- All User stories pages created with regulations content and areas in common on teams
- QA: Copy content on staff or have discussions on status of issues and get other perspectives
- Final: Building on how to use Oasis given to all staff



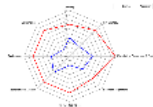
### Findings from the KM Review

#### Staff survey

- What Case handlers wanted:
- Increased level of transparency in decisions,
  - greater efficiency in handling cases and,
  - more responsibility with who needs for management input in making decisions

#### Status of the current OIA/KM

- Focus on knowledge management strategy
- There was no clear ownership responsibility
- Poor knowledge sharing between teams
- Guidance material was lengthy, inconsistent and not well updated
- Not easy to find information, including related cases, issues and precedents
- Not a young and fast growing organisation



### Knowledge Management Review

#### Aims and deliverables

- To make better use of the knowledge and expertise available within the OIA and externally
- To create a knowledge sharing environment by encouraging best practice and culture
- To ensure that information is reliable, up-to-date, user friendly and easily accessible, avoiding duplication of effort and redundancy
- To ensure that the efficiency and availability of subject matter experts
- To ensure that knowledge can be shared, accessed and applied
- Identify information resources for all staff, supporting work in making consistent quality decisions and making efficient use of their time
- Identify information resources to assist research and external stakeholder engagement
- Develop a sharing culture and mechanisms
- Develop case planning and knowledge retention
- Improve staff morale and confidence

### Phase 1 - Production of Guidance notes

- Initial guidance needed to be produced
- The individual will start an initial information they need to help them make decisions
- Have the guidance model be laid out
- Give content owners responsibility to develop guidance
- Content owners responsibility to keep relevant up-to-date, relevant and useful
- Office owners to notify coordinators of any changes or useful information
- Coordinators would not submit the guidance to management to approve content
- Once approved the content then to report to OIA



### Phase 2 - Filling in the gaps

#### What next

- Further guidance production from other teams
- Review guidance of the OIA/external users
- Developing internal professional practices/external policy framework and guidance
- Continuing to find sharing
- Continuing to assess the effectiveness of knowledge when staff leave
- Developing the OIA's PDI component



2010-2012

# Start of the knowledge management process

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## Recognition

- In February 2010, the OIA published the 'Pathway Report' and stated in Recommendation 26:

*"The OIA should develop its knowledge management system as a way of ensuring that its Decisions continue to be evidence-based and consistent"*

*Pathway Report, OIA, 2010*

## Hiring of a Knowledge Management Consultant

- After deliberation, In December 2012, the OIA appointed a consultant to help harness our Knowledge and to make the office more efficient.
- A working group was assembled to oversee the project and help the consultant put together a review paper.



# March 2013



# Findings from the KM Review

## Staff survey

What Case-handlers wanted:

- a reduced risk of inconsistency in decisions,
- greater efficiency in handling cases and,
- more responsibility with less need for management input in making decisions

## Status of the current OIA KM

- No knowledge management strategy
- There was no clear ownership or responsibility
- Poor knowledge sharing between teams
- Guidance material was patchy, inconsistent and not kept up-to-date
- Not easy to find information, including related cases, issues and precedents.
- But a young and fast growing organisation!





# Knowledge Management Review

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## Aims and deliverables

- To make better use of the knowledge and experience available within the OIA and externally
- To create a knowledge sharing environment by encouraging behaviors and culture
- To ensure that information is reliable, up-to-date, user friendly and easily accessible, avoiding duplication of effort and information
- To enable the identification and availability of subject matter experts
- To ensure that knowledge can be stored, accessed and analysed
- Good information resources for all staff, supporting them in making consistent quality decisions and making efficient use of their time
- Good information resources to assist research and external stakeholder engagement
- Knowledge sharing culture and mechanisms
- Better succession planning and knowledge retention
- Improved staff morale and confidence



August 2013

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# Start of Phase 1 - Build and knowledge gathering

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## Technology

- Choosing the correct system was important - Engagement
- Finding documents/guidance is an essential.
- Presentation and organisation of this information is key.
- Naming the new intranet given to gather interest. 'Oasis' was born.
- Company found to build Intranet.



## Ownership of 'Oasis'

Recruited internally for Knowledge Management Coordinator

- Compile current guidance already developed
- Assign all case-handling staff with a subject
- Assist complaint subject owners with the development and maintenance of guidance
- Develop guidance for the office to give everybody responsibility for knowledge sharing



Introduction	10:00
Why is it important to have a CRM system?	11:00
What is a CRM system?	12:00
How to choose a CRM system?	13:00
Implementation of a CRM system	14:00
Conclusion	15:00

# December 2013



# Phase 1 - Production of Guidance notes

- What guidance needed to be produced
- Consultation with staff on what information they need to help them issue decisions
- How the guidance would be laid out
- Giving case-handlers responsibility to develop guidance
- Co-ordinators responsibility to keep subject(s) up-to-date, relevant and useful
- Office aware to notify co-ordinators of any changes or useful information
- Co-ordinators would then submit the guidance to management to approve content
- Once approved, this would then be linked to Oasis.

OIA's approach

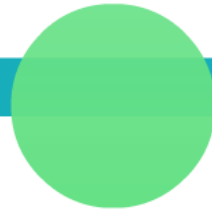
External  
resources

Internal  
resources

Case examples

<b>Complaint Subject</b>
Academic Appeal & Extenuating Circumstances
Accommodation
Accredited & Professionally Regulated Courses
Bullying & Harassment
Disability
Disciplinary matters (academic)
Disciplinary matters (non-academic)
Discrimination (non-disability)
Fitness to Practise
International students
Procedural fairness issues
Research supervision & research degrees
Service failure / Prospectus
Student funding
Validated courses

3



# 28 January 2014

<b>Complaint Subject</b>
Academic Appeal & Extenuating Circumstances
Accommodation
Accredited & Professionally Regulated Courses
Bullying & Harassment
...

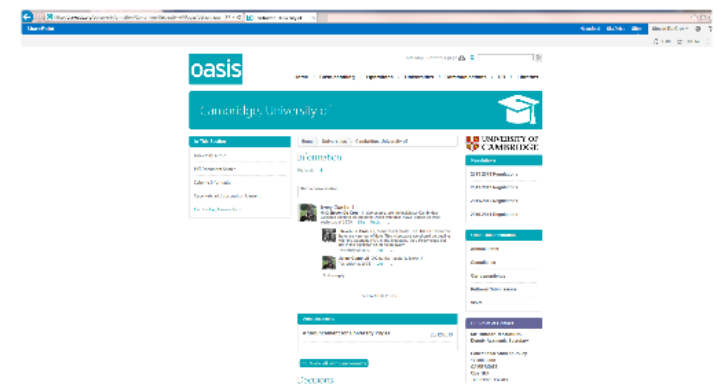
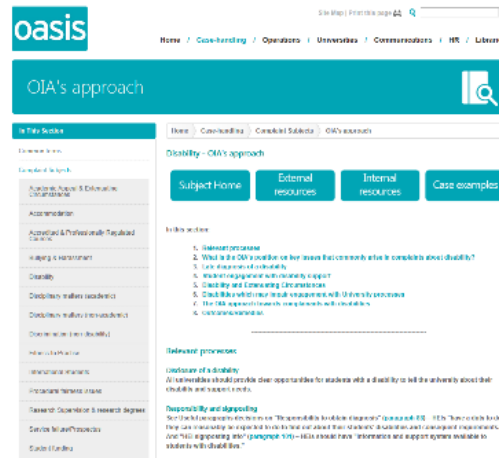
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What

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# Phase 1 - Release of Oasis

- Oasis available to all staff
- Guidance notes all written, approved and available to use with cases
- All Universities pages created with regulations loaded and area to comment on issues
- OIA Community so staff can have discussions on topics or issues and get other perspectives
- Basic training on how to use Oasis given to all staff



# • Basic training on how to u

SharePoint Newsfeed SkyDrive Sites Steven Du Cros

http://oia-oasis.org/Pages/Home.aspx Home

oasis Site Map | Print this page

[Home](#) / [Case-handling](#) / [Operations](#) / [Universities](#) / [Communications](#) / [HR](#) / [Libraries](#)

News / Events View Events Calendar

Expelled 'Failing To Prove She Was Depressed' 15/04/2014

Glyndwr students report gripes and visa threats 10/04/2014

Students turn to proofreading agencies 09/04/2014

[More News](#)

Announcements

Recording adjustments made on a case	02/05/2014
OIA visitor (Today)	30/04/2014
Monthly reports for March 2014 now available	28/04/2014
No fire alarm test today	24/04/2014
Knowledge Management: opportunities to get involved.	24/04/2014
Casework Drop-in session	23/04/2014
Casework Drop In session	14/04/2014

[+ Add a new Announcement](#) [View all announcements](#)

Quick Links

- Weekly Planners
- Files taken home
- Complaint Subjects
- Useful Paragraphs
- OIA Rules - March 2013
- OIA COP Guidance
- Respond support
- HEI document search
- Latest Excalibur
- Oasis Feedback
- Oasis Help Guides
- Log an IT support ticket
- OIA External Website

Tweets

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**oia** OIA @oiahe 2 Apr  
The good practice consultation is now available on our website. You can respond online or download and fill in a form [oiahe.org.uk/guidance-good...](#)  
Expand

**oia** OIA @oiahe 2 Apr  
Breakout session done. Now time for Rachel

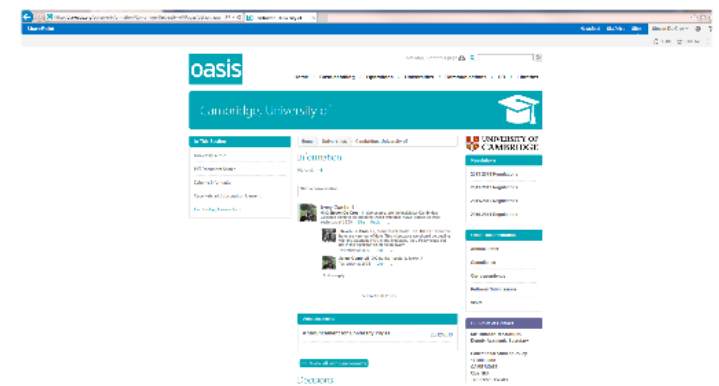
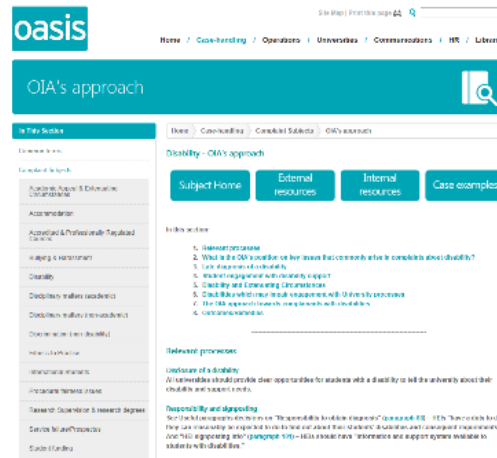
What's New

What's updated?	Date	Link to item
New University page	30/04/2014	<a href="#">Royal College of Art</a>
New University page	30/04/2014	<a href="#">Royal College of Music</a>
New Oasis Guide	28/04/2014	<a href="#">Basic Document Management</a>
New University page	27/04/2014	<a href="#">Royal Academy of Music</a>
New University page	27/04/2014	<a href="#">Royal Agricultural University</a>
New University page	26/04/2014	<a href="#">Norwich University of the Arts</a>



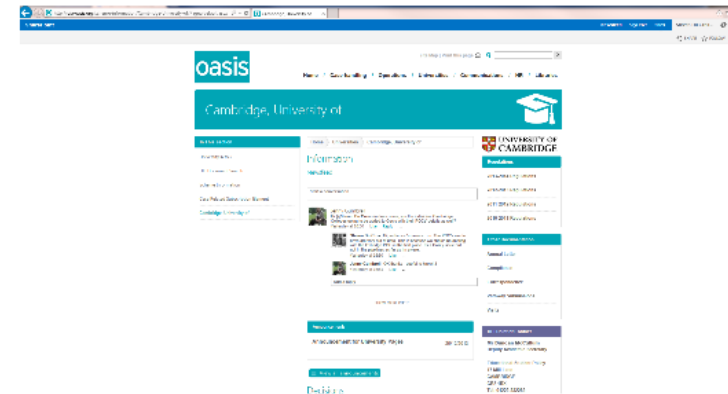
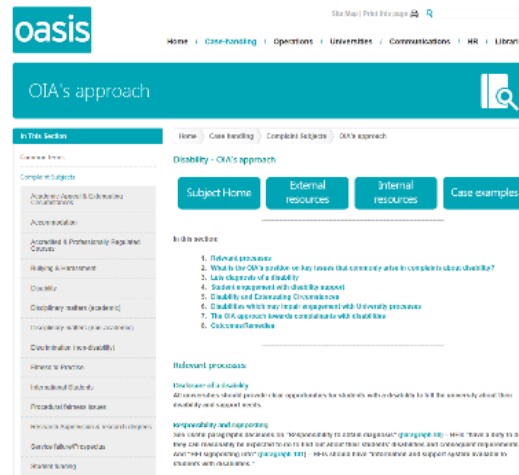
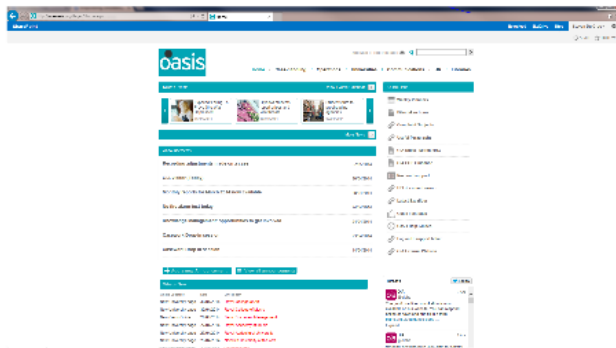
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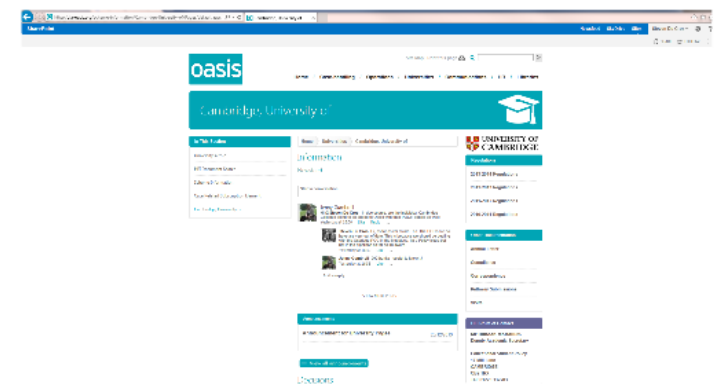
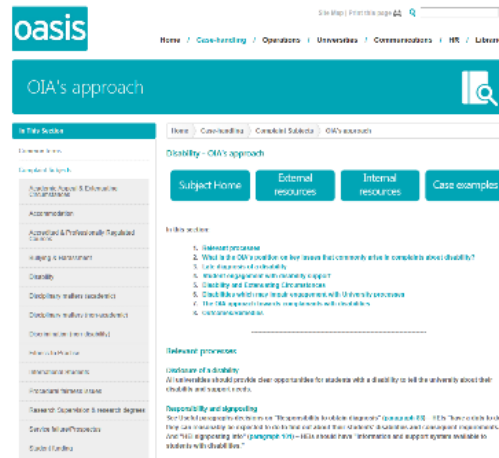
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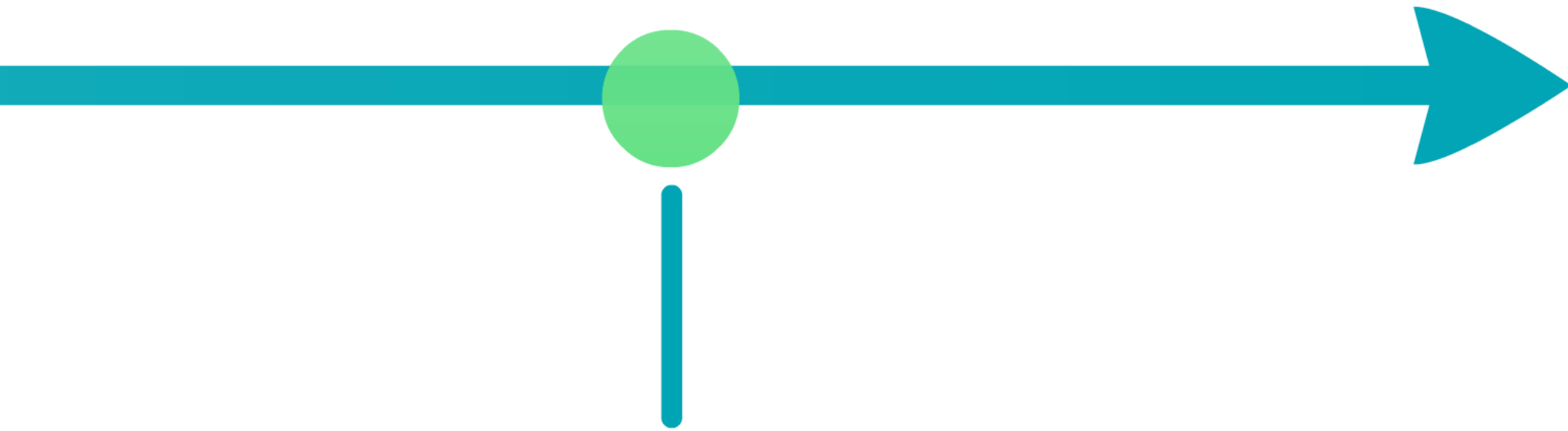


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# the future...



## Phase 2 - Filling in the gaps

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What next



## Phase 2 - Filling in the gaps

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### What next

- Further guidance production from other issues
- Process guidance (The lifecycle of a case)
- Developing internal professional practice/casework policy framework and guidance
- Capturing and sharing
- Developing process to prevent/minimise loss of knowledge when staff leave
- Ensuring that Oasis is FOI compliant

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