

CASE STUDY

Regional Housing Association IT Competency Framework, Online Skills Analysis & IT Training Rollout

Design and implementation of an organisation wide, role specific IT Competency Framework and online skills assessment to inform and drive job related training needs.

Background:

The organisation employs approximately 120 PC users who, as a group, had received very little formal training to develop IT skills. Having upgraded to Microsoft Office 2007 the need to upskill staff on all applications was quickly identified.

The aim was to improve overall IT capabilities, maximise on the investment the business had made in the new technology, at the same time as providing support and development opportunities to its people. The organisation needed to maximise the training budget and ensure training was relevant for each individual and people were only trained on the functionality within the applications used for their job. Training needed to be targeted at an individual level.

It was identified that, in some areas of the business, confidence levels and exposure to using technology was limited, which in some cases led to a resistance to IT learning and development. It was important, therefore, to get the key message across that the purpose of the skills analysis was not to highlight areas of weakness but to provide effective, targeted training to the right people at the right level. The competency framework, skills analysis and training were to be delivered over a 12 month period.

Solution:

- Working collaboratively with the client, pre-requisite skills were defined for all job roles within the business and an IT Competency Framework was determined.
- 100 Fiz-assist licences, SmartStyle's online skills gap analysis tool.
- Group seminar and demonstration to all 120 staff to launch the project, provide an overview of the process and help dispel any concerns. Deploy online skills assessments to all individuals.
- Detailed and summarised reports displaying skills gaps mapped against job roles.
- Design and deliver 60 different modular learning interventions, addressing specific needs on every application used within the business. Sessions varied from 2 or 3 hours to 2 days. Each staff member attended between 5-6 separate learning interventions.
- Floorwalking, drop-in sessions and help desk support complimented the structured training sessions providing deskside assistance on "real-life" issues and problems.
- Re-evaluation of skills gaps for all staff following training rollout, to provide a level 2 evaluation results.

Benefits:

- Exceptional value achieved as staff only attended workshops focused on their individual skill gaps and mapped to their job role.
- Time spent in training was concentrated and maximised, as learning was very targeted.
- Tailored learning interventions designed to strategically address skills gaps
- Staff grouped according to their skills and level of experience, enhancing the flow, pitch and pace of all training sessions.
- People with fewer skills and less experience were introduced to new concepts in a supportive environment alongside their peers.
- Staff motivation and incentive to apply new ways of working and start using new functionality was readily embraced and welcomed with no resistance.
- Fiz-assist is now utilised for recruitment purposes to assess the IT skills of potential new starters against the role they are applying for.

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