



# Evidencing the Benefits of Change and Impact across Higher Education

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Universities Human Resources  
**Business Effectiveness  
& Organisational Development  
2016 Winner**



# This session

- Will highlight why evidencing benefits is important
- Will stimulate your thinking about what a benefit is and how you can influence evidencing the benefits of staff development programmes
- Will discuss how to evidence the benefits of CPD programmes
- Is relevant for everyone regardless of role



# Sector challenges

- **Reduced funding** from Government
- **Evidence Efficiency** and **Effectiveness** to Government and the Funding Councils
- Create **staff capacity** for **innovation** & **growth**
- Increase **income**
- **Streamline** and **standardise** routine process
- Improve **student** and **staff experience**
- Improve **space utilisation**
- **Invest** in our estate
- Demonstrate **impact** of investments



# Launched in January 2017

## Funded by the Leadership Foundation

*“This guide takes us another step towards a higher education sector which not only implements change, as it has always done, but also can demonstrate fully what has been achieved.”*

**Stephen Butcher**  
Head of Procurement and Shared Services,  
HEFCE

*“A tried and tested approach to benefits management with lots of practical solutions to challenges which are universal to all sectors.”*

**Benefits Management Team, Rail Group,  
Department for Transport**



## **A Guide to Evidencing the Benefits of Change in Higher Education**

Heather Lawrence and Dr Nicola J Cairns

# Launched in January 2017

## Funded by the Leadership Foundation



Collaborated with 7 institutions to develop 11 case studies



The University Of Sheffield.



UNIVERSITY OF BATH



THE UNIVERSITY of EDINBURGH



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# Why evidence benefits?

Are you developing staff development programmes that will deliver impact for the institution?

Are you delivering programmes that can achieve benefits for the individual to deliver in their role?

*“Undertaking this programme will help me to be more effective in my role”*

*“I feel I am much more effective and confident in my role”*

Does investing in staff deliver value for the institution?

Build an evidence-base of the benefits that programmes could deliver



# What we mean by a 'benefit'

# BENEFITS

A benefit should establish a clear direction of improvement, recognised by all stakeholders, through the use of data to demonstrate the positive change between two time points



# Examples of benefits



## Financial

Reduced gas and electricity costs

Reduced confidential waste removal costs

## Quality

Increased conversion rate of shortlisted applicants to interviews

Increased success rate of research grants submitted to awarded

## Operational Delivery

Reduced end-to-end processing time

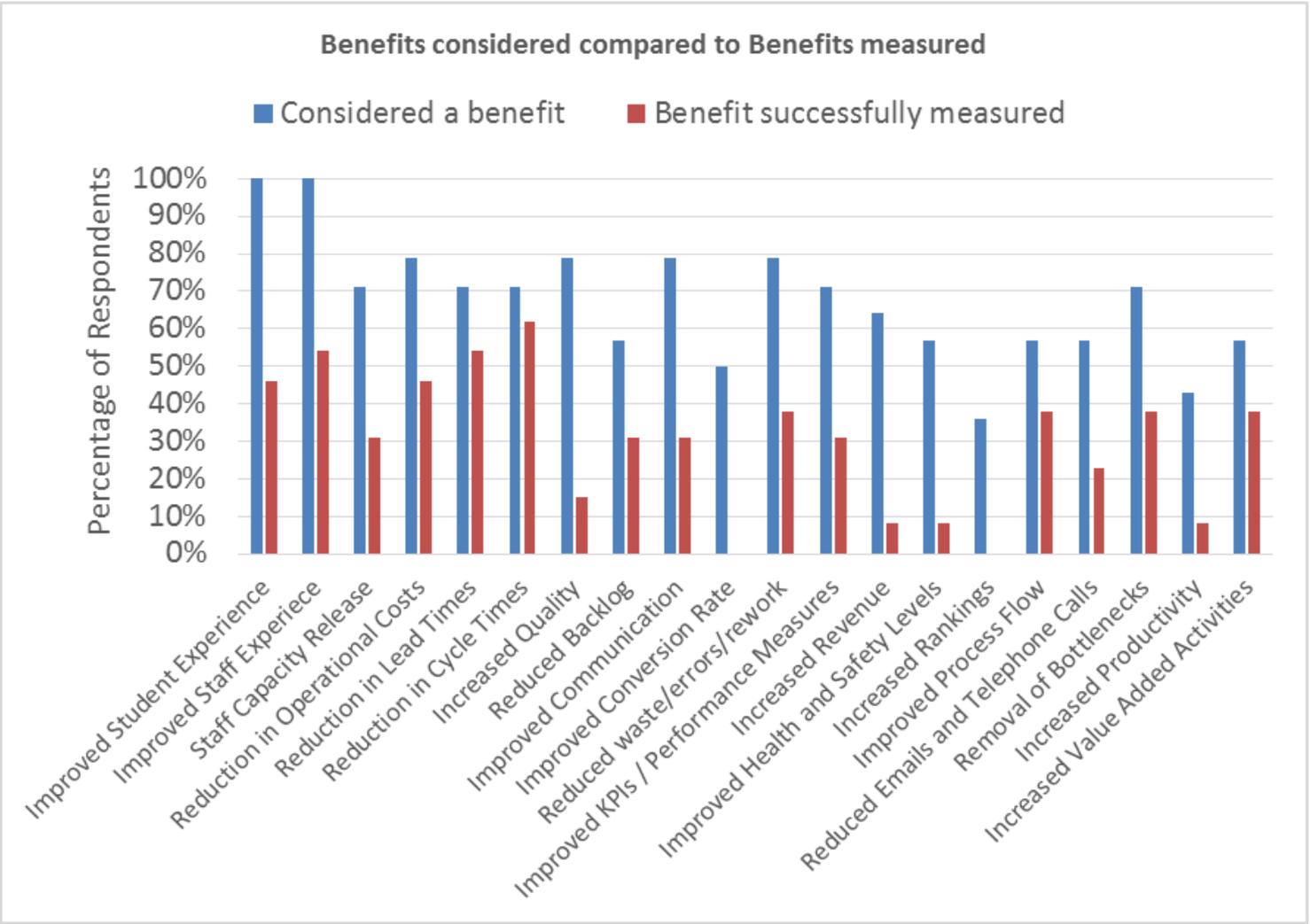
Improved health and safety levels

## Experience & Engagement

Improved student experience

Increased staff satisfaction

# How well do we evidence benefits?



**88%** reported that they currently identify benefits from their BPI activities

Only **42%** stated that they successfully measure those benefits

*A survey was completed by 42 BPI professionals across HE in Feb/March 2015*

# What is stopping you evidencing benefits?

Confidence

It seems like too much work on top of everything else

Knowledge

I don't know

Culture

I have already started so missed my chance

I'm worried it will put people off

# Adopt the language of benefits

What are the benefits of developing/attending the programme?

What is the current baseline position?

How will we know if this programme has made an impact?

When can we measure the success?

# Does investing in staff development deliver value for the institution?

Two scenarios to consider benefits

The benefits of providing a  
**staff development**  
programme



The benefits for an **individual**  
undertaking a CPD  
programme

**Benefits to the Institution**  
**Benefits to the Individual**

# Benefits Exploration Map

Engaging staff to evidence the impact



# Benefits Exploration Map

## Long-Term Strategic Benefits

Consider how the programme aligns to the strategic priorities of the department and institution

How will the programme help to contribute towards these goals?

### Observable/Behavioural Benefits

Think about the softer benefits, the type of cultural or behavioural changes that might take some time to achieve

### Stakeholder Benefits

Take into account the perspective of each stakeholder group, does this help you identify any other benefits?

### Measurable Benefits

Challenge yourself to think about each benefit identified on the map: what can be measured?

# Benefits Exploration Map

Example: Applicant undertaking MBA

## Long-Term Strategic Benefits

- Increased number of international students
  - Greater operational excellence
    - Increased income
- Improved Accountability and Development Review completion rates
- Increased development opportunities by gender, grade and category

### Observable/Behavioural Benefits

- Increased confidence, knowledge and skills
- Greater ability to deliver in role
- Increased strategic knowledge
- Greater understanding of business
- Medal for values

### Stakeholder Benefits

- Improved interpersonal relationships
- Improved student and staff experience
- More effective manager and collective leadership coordination

### Measurable Benefits

- MBA results
- Increase to income
- Increase to student recruitment (diversity & No. of students)
- Staff capacity savings and efficiencies
- Reduced operational costs

# Group activity

## Benefits Exploration Map



# Group activity

- You all are employees of the University of Learning and have been provided with an overview of the University's Key Performance Indicators (KPIs)
- You will be provided with a **case study for either a proposed staff development programme, or an applicant applying for a programme**
- You have 20 minutes to **review the information and discuss as a group what you think are the benefits** for your allocated scenario
- You have been issued with a **Benefits Exploration Map to capture the Strategic, Behavioural, Stakeholder and Measurable Benefits**
- Please **nominate one person from your group to present back the benefits on your Benefits Exploration Map (two minutes per group)**

# Case Study 1 – Proposed staff development programme



## Programme: Project Management

### Target Audience

Staff responsible for delivering discrete projects in the institution who wish to increase their effectiveness and project management skills.

### Description

The intensive programme offers a combination of internationally recognised project management methodology and practical activities to apply the theory instantly. Working together with other participants to simulate a project team, you will plan a project from the conception stage through implementation and discover how to allocate resources effectively, reduce projects risks, and deliver what you set out to do. You will also have the opportunity to present your project plan to the “client” at the end of the programme.

# Case Study 2 – Applicant applying for staff development programme



## Programme: Leadership for University Senior Leaders

### Target Audience

University Leaders who are looking for bespoke training to refine and enhance their personal leadership skills at a senior level.

### Description

The workshop series focuses on the personal leadership development of each individual. It is a hands-on program which provides insight into what is really stopping you reaching your goals, and enables you to conquer these challenges to get results fast.

Using a range of effective leadership and coaching techniques, you will discover how to increase your effectiveness, strategically direct teams or individuals, and achieve the impact you aspire to.

### Applicant: Janette Brown

The individual has held the position of Faculty Manager for eight years and is looking to progress to a more senior management role within the institution.

# Benefits Exploration Map

## Long-Term Strategic Benefits

Consider how the programme aligns to the strategic priorities of the department and institution

How will the programme help to contribute towards these goals?

### Observable/Behavioural Benefits

Think about the softer benefits, the type of cultural or behavioural changes that might take some time to achieve

### Stakeholder Benefits

Take into account the perspective of each stakeholder group, does this help you identify any other benefits?

### Measurable Benefits

Challenge yourself to think about each benefit identified on the map: what can be measured?

Would the programme/applicant  
get your approval?

**YES**



**NO**

# Does investing in staff development deliver value for the institution?

Two scenarios to consider benefits

The benefits of providing a  
**staff development**  
programme

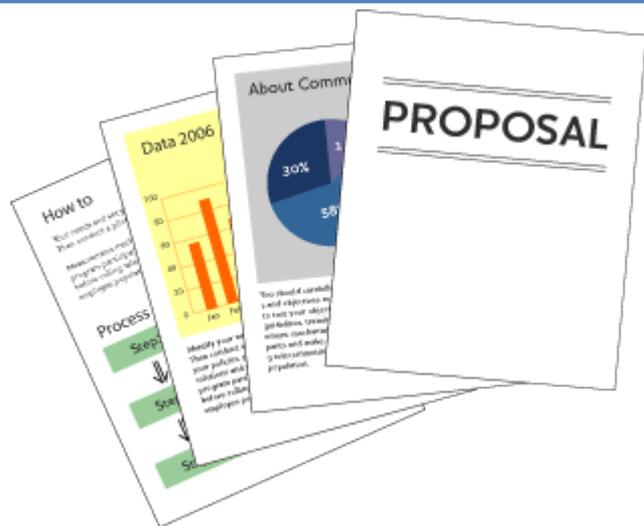


The benefits for an **individual**  
undertaking a CPD  
programme

**Benefits to the Institution**

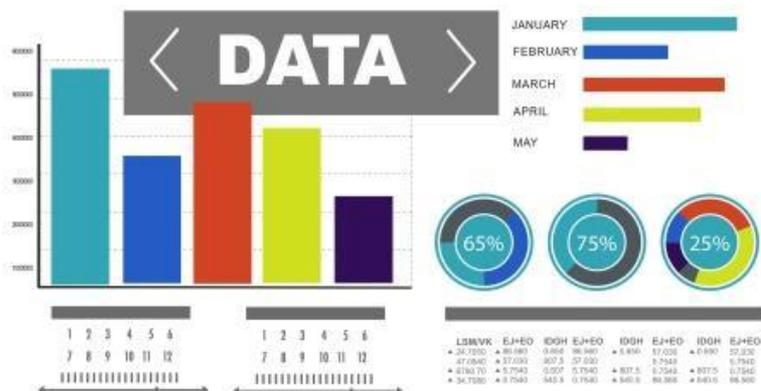
**Benefits to the Individual**

# The benefits of providing a staff development programme



No programme should be considered unless there is clear information on the baseline position, the expected benefits, how these benefits will be measured and when they will be delivered.

## Baseline Data



## Benefits Exploration Map

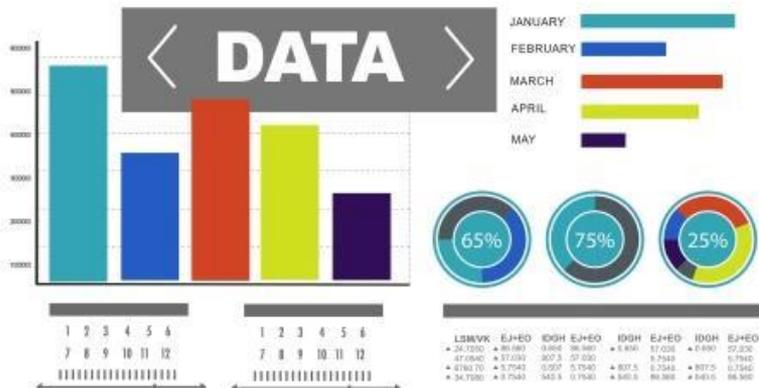


# The benefits for an individual undertaking a CPD programme



Selecting applicants who have the **potential to make a greater contribution and impact** across the institution and beyond

## Baseline Data

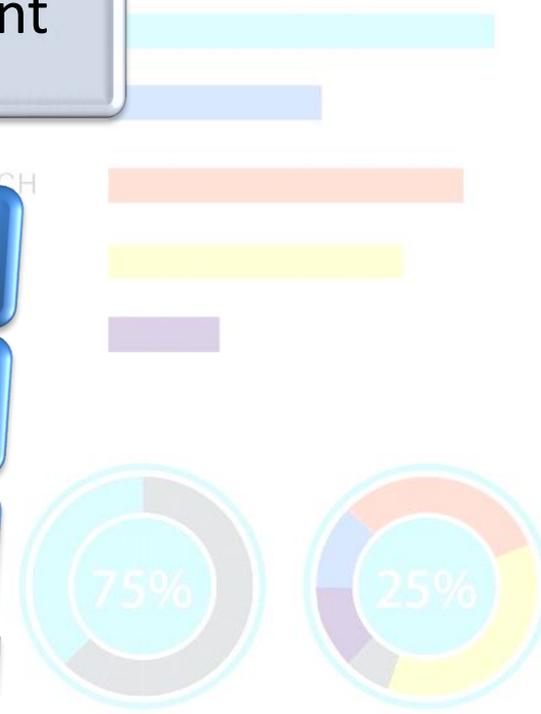
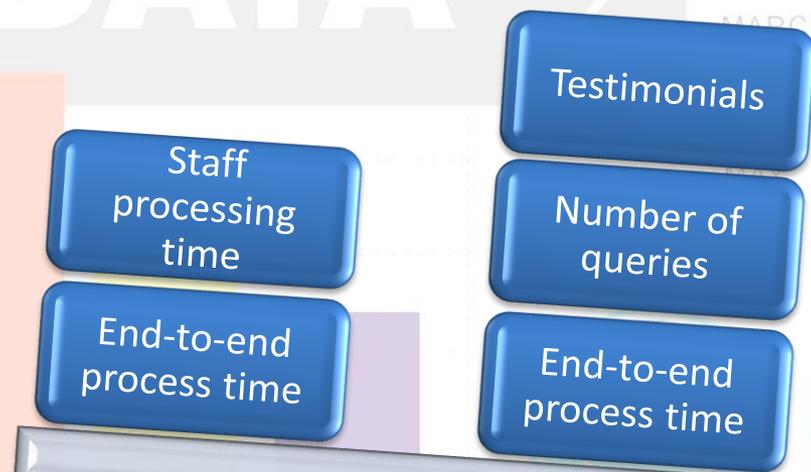


## Benefits Exploration Map



# Calculating the benefits

Comparing data between two time points is essential!



1	2	3	4	5	6
7	8	9	10	11	12

1	2	3	4	5	6
7	8	9	10	11	12

LSM/VK	EJ+EO	IDGH	EJ+EO	IDGH	EJ+EO	IDGH	EJ+EO
▲ 21 7950	▲ 86 559	0 650	86 560	▲ 0 650	87 020	▲ 0 650	87 030
47 0540	▲ 57 030	807 5	57 030		5 7540		5 7540

# Examples of benefits

Measurable Benefit	Example Measures	Example Data Required to Calculate Benefit
<b>Staff Capacity Savings</b> <ul style="list-style-type: none"><li>• Time Saved (hours)</li><li>• Cost saved (£)</li></ul>	<ul style="list-style-type: none"><li>• Processing time post-improvement compared to baseline processing time (% reduction)</li></ul>	<ul style="list-style-type: none"><li>• Sample of staff time taken to complete key process steps</li><li>• Number of times process is completed per month/year</li><li>• Staff salary information</li></ul>

*“I feel I am much more efficient in my role”*

# Examples of benefits

Measurable Benefit	Example Measures	Example Data Required to Calculate Benefit
Improved Stakeholder Experience  Expressed as an increase/decrease in item being measured (% point)	<ul style="list-style-type: none"><li>• Number of complaints received as a proportion of the number of times the process is completed</li><li>• Average response time to query</li><li>• Baseline customer satisfaction rates compared to post-improvement</li></ul>	<ul style="list-style-type: none"><li>• Number of complaints</li><li>• Number of times the process is completed</li><li>• Time stamp of query received</li><li>• Time stamp of response sent to query</li><li>• Query sample size to calculate average</li><li>• Customer satisfaction rates via bespoke survey</li></ul>

*“I feel I am much more effective and confident in my role”*

# Communicate your benefits – create an evidence base



**Average**  
lead time reduction



**29,452 staffing**  
capacity hours **created**



**£10.8m**  
increased income



**£360k annual**  
recurring savings



**537**  
Learning &  
Development  
**Events**



Engagement **with**  
University staff

# Some lessons learnt at Strathclyde:

- Incorporating evidencing benefits into **business as usual**: Posters, team meetings, training to drive behaviours of the team/department
- **Locating the data** and gaining access. Being **open and transparent**
- Process owners to **own the data**
- Incorporating the activity throughout a **programme lifecycle**
- Continuously share with **senior managers – biggest advocates**
- **Being realistic** about when post-improvement data can be captured
- **Continuously learning** from the data and refining approach



BENEFITS



# How our Guide can help you:

Potential  
benefits you can  
measure

Creating a  
benefits-driven  
culture

How to use the  
data to drive  
engagement

Sector reporting



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Inspiring  
Leadership  
**Leadership  
Foundation**  
for Higher Education

 **Efficiency  
Exchange**

How to capture  
data and  
calculate  
benefits

When to gather  
data throughout  
a change  
lifecycle

Using the data  
for sustainment

Detailed case  
studies from 8  
HEs

**Download the guide:**

<http://ewds.strath.ac.uk/evidencingbenefits>



University of  
**Strathclyde**  
**Glasgow**