Benefits Realisation and Results
January 2021
Programme Benefit 1 – Improved staff morale
Programme Benefit 2 – Improved staff wellbeing
Programme Benefit 3 – More inclusive and open working culture
Programme Benefit 4 – More efficient and effective use of resources
Programme Benefit 5 – Increased consistency in working practices
Programme Benefit 6 – More innovation and creative solutions
Programme Benefit 7 – Embedded continuous improvement
Programme Benefit 1 – Improved staff morale
Programme Benefit 1 – Improved Staff Morale

Job satisfaction and feeling valued

PROFESSIONAL SERVICES RECOGNITION AWARDS 2020

250 nominations – up from 183 the previous year

420 people joined the virtual ceremony

80 views of the ceremony since the recording

“Such a lovely event and really makes me proud to part of this institution! Well done to those of you who put the ceremony together!”

“This has been a real highlight of my year. I feel so inspired, connected and proud of everyone”

“It’s a shame we couldn’t meet in person, but actually I really like and maybe even prefer this way of doing it! Huge congratulations and thanks to everyone”

“Professional services are like the legs of a stool – without them the stool would just fall over.”

“What an uplifting and amazing record of achievements”
MENTORING

2,322 views of the self-match mentoring web pages
(increase of 1,382 page views)

6 drop-in sessions have been held
(new data)

67 people have attended these sessions
(new data)

Topics included mentoring basics, self-reflection and establishing a positive mentoring relationship.

56 mentees enrolled
(increase of 20)

48 mentors enrolled
(increase of 15)

26 matches made to date
(increase of 4)

100% of mentees who took part in the pilot would recommend having a mentor
(new data)

“My mentor has been very enthusiastic about sharing her experiences with me – which is what I was looking for. She is also talented in asking ‘spot on’ questions! I highly recommend everyone sign up for this scheme if they haven’t yet.”

“This is a really great time to launch the scheme as a lot of people have been re-evaluating what is important to them as a result of lockdown and what they want to. I have been feeling a bit lost in terms of future direction so just having some time set aside, some support and structure in thinking it through, and someone else’s viewpoints and experience to draw from is really helpful.”
Programme Benefit 2 – Improved staff wellbeing
Programme Benefit 2 – Improved staff wellbeing

Creating a sense of increased wellbeing for staff

VALUES

**Vision:** supporting a positive culture amongst professional services staff with values of **Integrity, Respect, Trust** and **Collaboration** embedded into the way we work.

47 members of staff attended values focus groups and workshops Sept.-Dec. 2020. These supported and informed our strategy for how to embed the values at all levels into the way we work. They also enabled us to identify links to other initiatives.

7 central offices represented

11 departments represented

“We need small interventions to act as a seed for wider cultural change”

“I’d like senior leadership to be seen as open and honest and willing to talk about the difficult stuff”

“I’ve noticed that we focus a lot on technical training which is important, but values and the way in which we work should be top priority”

“Values are a big part of culture and behaviour. I am keen for change and to identify what works and doesn’t work. I want to make the University a better place to work”
Programme Benefit 3 – More inclusive and open working culture
Programme Benefit 3 – More inclusive and open working culture

Creating a working environment which values individual and group differences; building trust, transparency and participation opportunities.

OURCAMBRIDGE CHAMPIONS CHRISTMAS EVENT

70 bookings for the Champions Christmas event which took place on December 16th 2020

9 workshops / sessions run across a 2.5 hours period – including topics such as; our.cambridge programme update, how to use Miro, best and worst of online meetings during lockdown, mentoring

We asked attendees, “What were the best bits?”

“Hearing thoughts of others in the University”

“The variety of sessions available and variation in focus (work vs personal).”

“Meeting everyone, and learning what everyone does and, rather interestingly, seeing the very human side to others.”

“…The interactive nature of these two workshops made them fun to attend. I also enjoyed the casual interaction in the ‘foyer’ at the end of the event.”

“Being in a positive environment and reflecting/thinking about future goals/values and learning more about Miro!”
OURCAMBRIDGE CHAMPIONS

Champions across the University

296

(Increase of 12)

Number of Champions

- NSIs: 184
- Technology: 27
- Clinical Medicine: 21
- Humanities and Social Sciences: 18
- Biological Sciences: 15
- Arts and Humanities: 15
- Physical Science: 16

Number of Champions
A total of 26 departments/faculties have been represented across four speed mentoring sessions.

When asked if they would recommend to a colleague that they try speed mentoring, 100% of respondents answered YES.

When asked how useful they found the session (out of a total of 5)...

98% of respondents rated the session 4 or 5.

"Having a series of mentors that I didn't select was a big plus, some of the best advice I received was from individuals who I wouldn't have picked as a mentor myself."

Mentee, June speed mentoring session

"The fact that we saw 4 different mentors was brilliant - we gained different perspectives, saw different mentoring types and were also introduced to people and roles we may not have known about."

Mentee, June speed mentoring session
Programme Benefit 4 – More efficient and effective use of resources
Programme Benefit 4 – More efficient and effective use of resources

Effective collaboration, sharing knowledge, resources and adoption of best practice to reduce silo working, improve processes and shared ways of working.

**LINKEDIN LEARNING**

- 6,237 activated LinkedIn Learning users (up 1,333) which represents 18% of the total University staff and student population (up 4%)
- 128,500 videos completed to date (up 56,577)
- 26 ‘curators’ trained from 10 Different training providers across the University, including Careers Services, RD, E&D, Staff Counselling Centre, University Libraries and Bioinformatics

“I have found the Autodesk Inventor training extremely helpful while being in lockdown. It’s the program I use within my workshop but never have enough time to increase my knowledge, experience and skills when at work”

Professional Services staff member

LinkedIn Learning Project team (ourcambridge, PPD and Digital Literacy UIS) shortlisted for the ‘Working across the University’ award in the Professional Services Recognition Awards 2020
The SOP team has been working with the DRC to improve the effectiveness of the student support document. We will experience potential financial savings from the DRC work, however the bulk of this is dependent on CamSIS work being carried out (scheduled to start July 2021). Student experience does not necessarily have a financial value.

**Initial production of SSD on student arrival**

| Cost for one occurrence of SSD production | £119.65 |
| Number of SSDs per year | 700 |
| Cost for Initial Total SSD production per year (£) | £83,755.00 |

**Re-issue as change years (UGs)**

| Number of students | 420 |
| Cost per students (Year 1 to 2) (£) | £18.85 |
| Cost for re-issue Year 1 to 2 (£) | £7,917 |
| Cost for re-issue Year 2 to 3 (£) | £7,917 |
| Total for updates for two years (£) | £15,834 |

**Potential savings on distribution of SSDs**

| Saving per SSD | £50.42 |
| New SSDs per year | 700 |
| Potential savings per annum (new SSDs) | £35,294 |
| Annual re-issue cost savings | £7,917 |

**Total annual potential savings** | £43,211 |

**Total potential savings over 10 years** | £432,110 |

**Assumptions**

Costs are indicative only.
Costs are based on mid-point of grade.
UG students are 60% of the total SSD issue.
5,099 online resources downloaded (increase of 1,042)

<table>
<thead>
<tr>
<th>Top three documents</th>
<th>Number of times downloaded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returning to the workplace – your personal toolkit</td>
<td>830 (up 140)</td>
</tr>
<tr>
<td>Accessing Microsoft 365 v1.0</td>
<td>632 (up 223)</td>
</tr>
<tr>
<td>Safe Space Circles Guide v4.0</td>
<td>514 (up 158)</td>
</tr>
</tbody>
</table>
Programme Benefit 5 – Increased consistency in working practices
Programme Benefit 5 – Increased consistency in working practices

Developing smarter and standardised ways of working to increase workflow effectiveness and productivity.

**EFFECTIVE MEETINGS**

**Vision:** Contribute to the delivery and execution of more effective and efficient meetings, including the production of a comprehensive and readily available toolkit

- **A Guide to Online Meetings** downloaded 182 times
- **Effective Meetings Toolkit** downloaded 155 times

“I really value this toolkit and will be keen to share it with others in my department as it offers effective advice and guidance, regardless of…experience. I think it’s also particularly helpful to read individual statements/experiences (such as from the Head of the Clinical School) and I will definitely be taking away with me some of those tips.”

“**A very useful and extremely well-presented resource.”**

- **714** page views of the [Effective Meetings webpage](#) (New data)
- **109** views for *Chair Q&A videos* (will be fully promoted in Jan ’21) (New data)
- **230** views for *Intro to Effective Meetings video* (up 60)
Programme Benefit 6 – More innovative and creative solutions
Programme Benefit 6 – More innovation and creative solutions

Being solution focused and engaging and empowering the workforce to develop better ways of working.

LOCAL INITIATIVES

Chemical Engineering and Biotechnology

• Department introduction video being prepared for new starters (reducing waiting time and immediate need to SLT meetings).
• MS Team to track new starter induction process, increasing visibility and accountability.
• All new starter info centralised on website, including local HR guidance and dept. HS&E information.
• Wet to digital signature in development

We asked people – “How have you used, or are planning to use, your Lean training?”

“I used Lean principles to help plan our reopening after the lockdown... [We] created a system that was efficient, embraced by staff and a positive experience for both them and the public.”

“[I use Lean] in my role [in which] I have to continually adapt and review our (COVID-related) operating processes.”

“I intend to use Lean principles to improve the editorial and production process for website and newsletter content.”

“I am in the process of improving iProcurement processes using Lean.”

Clinical School Cluster

• Introductions with PG Project lead. Best practice guidance shared to inform and frame newly undertaken processes within Cluster.
• Access to Moodle and Admissions handbook for new Cluster team.
• MS Team to be set up for PG Administrators as an informal community to share queries, ideas and best practice. May lead to a COP.
Mentors and mentees have taken part in 4 speed mentoring sessions between June – December 2020.

Although originally planned to take place face to face, these sessions had to take place remotely during lockdown. The ourcambridge team made use of Microsoft Teams, with each mentor sitting in a virtual room and mentees “visiting” each room in turn. Mentors and mentees were e-mailed individual schedules beforehand, containing the links they would need for the session. Mentees also received a face to face pre-brief just before the sessions started to ensure they were clear about how the experience would work.

“Logistically I think it was well organised and it was easy to navigate between meeting rooms.”
Mentee, June speed mentoring session

“...I think it was actually much easier to keep to time on Teams than it would have been in person - the clock at the bottom of my screen kept me constantly on track! It was helpful as a mentor, to be able to stay in 'one room', rather than move about.”
Mentor, June speed mentoring session
Programme Benefit 7 – Embedded continuous improvement
Programme Benefit 7 – Embedded continuous improvement

A move to build a continuous improvement culture across the University, empowering individuals and teams to continually improve the way in which they carry out their work and their processes.

SIMPLIFYING OUR PROCESSES

<table>
<thead>
<tr>
<th>Status</th>
<th>Sept. 2020</th>
<th>Dec. 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>In progress</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Complete</td>
<td>11</td>
<td>13</td>
</tr>
</tbody>
</table>

“We weren’t able to proceed with development, owing to factors beyond control of the project team. But I have a much clearer sense of what process improvement involves.”

“I was impressed throughout my interactions with Michelle and ourcambridge colleagues by their professionalism, helpfulness and clear thinking.”

“The team delivered the work to a high standard in quite challenging circumstances – we were learning ‘on the job’ and had to define/refine the processes as the maps were produced and the deadlines were extremely tight.”

23 continuous improvement, process improvement and/or Lean Management support pieces of work (up 6)

10 process improvement informal drop-in support sessions completed (new service since September 2020)

39 members of the Teams Business Improvement Group Channel (up 7)

7 case studies to showcase continuous improvement initiatives and learnings across the University (up 2)
## SIMPLIFYING OUR PROCESSES

Views of Lean bite-sized training videos on Microsoft Stream

<table>
<thead>
<tr>
<th>Activity</th>
<th>Views</th>
<th>Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is Lean?</td>
<td>188</td>
<td>29</td>
</tr>
<tr>
<td>Six Thinking Hats</td>
<td>117</td>
<td>39</td>
</tr>
<tr>
<td>8 Process Wastes</td>
<td>74</td>
<td>12</td>
</tr>
<tr>
<td>SIPOC</td>
<td>49</td>
<td>13</td>
</tr>
<tr>
<td>Process Mapping &amp; Analysis</td>
<td>48</td>
<td>9</td>
</tr>
<tr>
<td>5 Whys</td>
<td>45</td>
<td>7</td>
</tr>
<tr>
<td>Benefits</td>
<td>28</td>
<td>12</td>
</tr>
</tbody>
</table>

**What was the best bit?**

- "Practical example of the SIPOC process itself"
- "Very useful. I had heard of this [Six Thinking Hats] before but I didn't really know how to use it"

**What will you do with this knowledge?**

- "Review one or two particularly complex and fiddly processes that could have the waste reduced"
- "I'm planning a review of our main processes and procedures as many of these need updating to reflect recent changes to working practices. SIPOC will provide a structure for me and my team to follow when assessing our processes for the future"
SIMPLIFYING OUR PROCESSES

1050 attendees on face-to-face or virtual face-to-face training. This includes…

71 attendees on new virtual face-to-face courses created in 2020.

43 confirmed bookings to April 2021.

53 responses (up 12) to a follow up evaluation of those who attended Intro to Lean said I use the Lean principles…

608

“During the course it struck me how relevant the changes in culture that Lean brings to an institution. I’m the chair of the DITG (Departmental IT Group) the IT professional Community within the University. It would be of great benefit to raise awareness about Lean as a step towards challenging the status quo.”

“I have taken a look at the setup procedures for our face-to-face iProcurement course and will be looking at ways to streamline the amount of work and people involved that it takes for this to be carried out.”

“We are using Lean principles to inform and define our test automation strategy, development and maintenance.”

In response to the question of how they have put their learning into practice, 49 out of 53 responders had implemented, or were planning to implement the learning for themselves or across their team and processes.