Why is digital capability important?

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Why is digital capability important?

We need all staff and students' to acquire the **digital skills and capabilities for living, learning and working in a digital world**

- Changing world and working landscape

- Changing expectations of learners

- Digital capabilities are key employability skills – and we need to go further

- But….evidence of a skills gap

- Expectation that 90% of jobs will have a digital element in the next two decades (Matthew Hancock, MP)

- Graduate work is being transformed by digital technologies and data (IPPR 2017: Managing automation)

- 72% of large firms are struggling to recruit workers with digital skills (ECORYS UK 2016: Digital skills for the UK Economy)

- Young people in the UK are less digitally literate than in many OECD countries (OECD 2016: Survey of Adult Skills)

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5 Barriers to upskilling the workforce in digital

1. **Culture of learning -** *People think that learning is for the young*

2. **Motivation -** *People don't see a need for digital skills*

3. **Leadership -** *Organisations' leaders need to drive digital transformation*

4. **Resources** *- Learning puts pressure on the resources of businesses and individuals*

5. **Access to training -** *People can't find training that is relevant to their needs*

Delivering digital skills, A guide to preparing the workforce

for an inclusive digital economy, Jack Orlick, Readie and Nesta (2018), http://bit.ly/2If8fHB

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What organisations have told us

"It's really important that staff have the right digital capabilities. It is important for a number of reasons but primarily the academic curriculum needs to reflect the digital skills and attributes that we expect from our graduates."

Professor Malcolm Todd, Pro vice-chancellor, academic and student experience, University of Derby

Guide

Developing organisational approaches to digital capability

Supporting organisations to develop their culture, infrastructure and practices to help grow organisational digital capability and enable individual digital capabilities to flourish.

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What the students are telling us
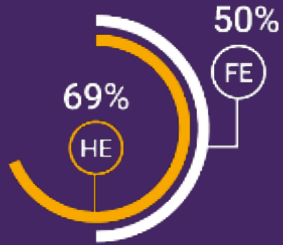
Although **50%** of FE and **69%** of HE students thought digital skills were important for their chosen career…..

Only **41%** of FE and HE students felt their course prepared them for the digital workplace.

Only about a third of students agreed that they were told what digital skills they would need before starting their course.

About **40%** of FE and HE students agreed that they had regular opportunities to review and update their digital skills.

Only a **third** of FE and HE students agreed that they were given the chance to be involved in decisions about digital services.

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Introducing the Jisc digital capability frameworks
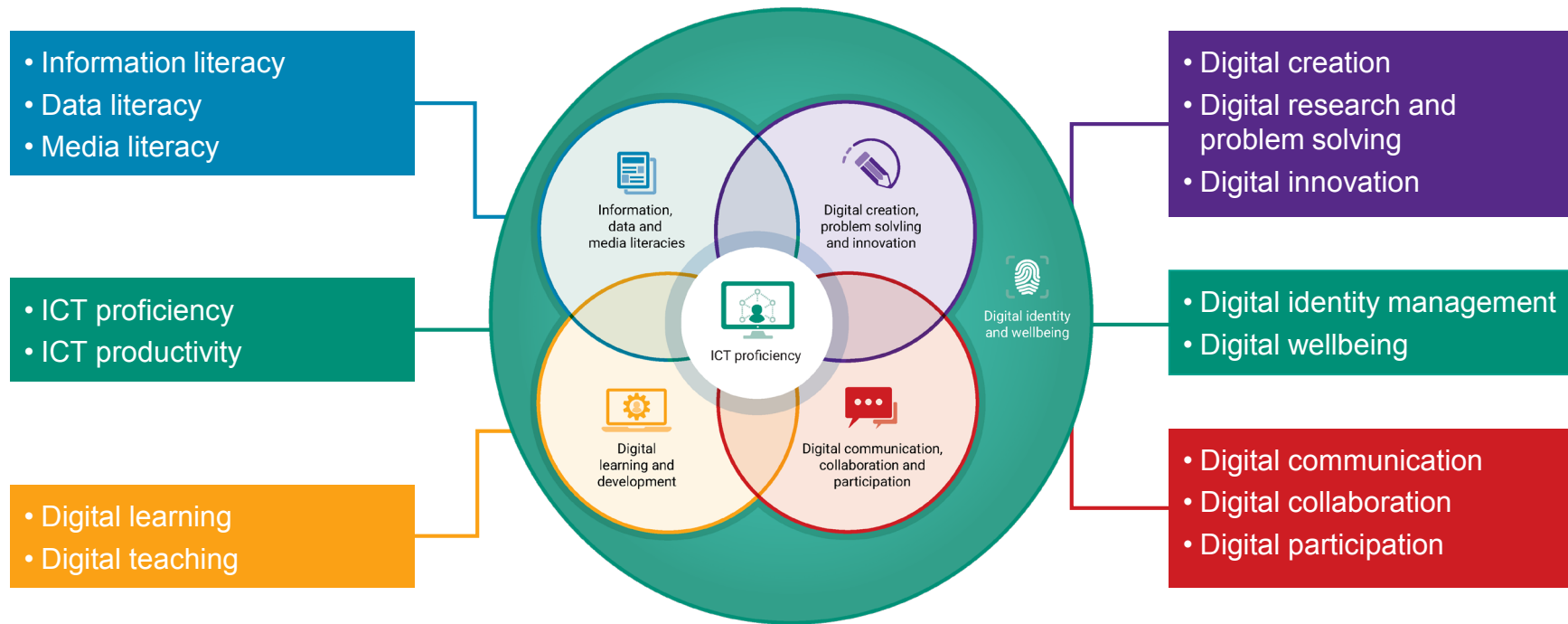
Building digital capability

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Developing organisational digital capability

'The extent to which the culture, policies and infrastructure of an organisation enable and support digital practices.'
Helen Beetham (2017)

How is your organisation developing its organisational digital capability?

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Developing staff and student digital capability

• Information literacy
• Data literacy
• Media literacy

• ICT proficiency
• ICT productivity

• Digital learning
• Digital teaching

• Digital creation
• Digital research and problem solving
• Digital innovation

• Digital identity management
• Digital wellbeing

• Digital communication
• Digital collaboration
• Digital participation

Within the diagram:

Information, data and media literacies

Digital creation, problem solvling and innovation

ICT proficiency

Digital identity and wellbeing

Digital learning and development

Digital communication, collaboration and participation

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Role profiles

- Eight role profiles
  - HE teacher profile mapped to UKPSF
  - FE teacher
  - Digital leader
  - Library and information professional mapped to CILIP PKSB
  - Researcher mapped to RDF in collaboration with Vitae
  - Learning technology mapping in collaboration with ALT
  - Learner
  - Professional services staff

  http://ji.sc/Digi-cap-different-roles

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Teacher profile higher education (HE)

This is a version of the Jisc 'Six elements of digital capabilities' (http://ji.sc/digicap_ind_frame) model, specifically designed for teachers in higher education (HE). No one individual will have all of the capabilities included in this profile: it is intended to demonstrate how new areas of practice are emerging, and how individuals might use their digital skills in different areas of their designated roles. It has been mapped to the **UK Professional Standards Framework (UKPSF)** (http://ji.sc/ukpsf_digital_lens).

The profile might be used in the following ways:

» Teaching staff might use the profile to review their own professional development needs, or to ensure their digital capabilities are fully recognised and credited eg in appraisal and review

» Academic managers, departmental leaders, appraisers and teaching observers might use the profile to work with a member of teaching staff and review their professional development needs, or ensure that their digital capabilities are fully recognised and credited

» Departments and course teams might use the profile to assess their collective strengths and weaknesses, and identify areas in which new skills need to be developed or recruited

» Staff and educational developers might use the profile to design development opportunities for groups of staff, for example by mapping elements of the framework to existing CPD programmes or to development resources and opportunities (workshops, online materials etc)

» Academic and digital leaders might use the profile as the basis for a locally specific version (eg faculty or school based), with language and examples relevant to local issues and digital needs

The profile is only intended as one example of how the six elements might be interpreted and implemented. It can be adapted to suit the needs of different professional staff working in different organisational settings. It is one of a number of profiles based on the 'Six elements' model, including a profile for learners. For more information on all profiles and other related resources please see the **Building digital capability project page** (http://ji.sc/building-digicap).

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Towards a digitally capable organisation

Building digital capability

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Key success factors

- **Strategic support**
  Stakeholder group

- **Common vocabulary**
  How is this communicated?

- **Engaging HR**
  Recruitment, appraisal etc

- **Developing staff and students**
  Reward and recognition

- **Building digital capability into the curriculum**

- **Working in partnership**

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Strategic support

Where are you now?

- Developing your digital strategy which supports your organisational goals and strategic priorities
  - Infrastructure
  - Estates
  - Human resources
  - Developing staff and students' digital capability
  - Integrating technology into curriculum design and administrative functions
  - Marketing
- Through working in partnership across the university and in partnership with staff and students
- Senior leader advocacy and developing their digital skills
- Cross university steering group to review and support ongoing dialogue

Building digital capability

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Establishing a common vocabulary

Does your organisation have a common understanding of digital capability?
How is this communicated?
Identify the minimum expectations for all staff

- Information literacy
- Data literacy
- Media literacy

- ICT proficiency
- ICT productivity

- Digital learning
- Digital teaching

- Digital creation
- Digital research and problem solving
- Digital innovation

- Digital identity management
- Digital wellbeing

- Digital communication
- Digital collaboration
- Digital participation

Information, data and media literacies

Digital creation, problem solving and innovation

ICT proficiency

Digital identity and wellbeing

Digital learning and development

Digital communication, collaboration and participation

How do human resources support the digital strategy?

Input to organisational strategy, policy, operations and change management

Recruitment and selection	Job descriptions and person specifications Applications and interviews	ICT proficiency Information, media and data literacy Digital creation, innovation & scholarship
Onboarding	Systems and procedures Organisation-wide training Departmental training	ICT proficiency Information, media and data literacy
Appraisal/performance review	Systems and procedures Appraiser activities Identifying strengths and weaknesses Absence and capability monitoring and support	Digital learning and self development Digital creation, innovation & scholarship ICT proficiency
Learning and development	CPD/training Identifying training needs by staff/manager In-house/External training and/or education	Digital learning and self development
Relationship management	Internal and external relationships Effective communication channels Conflict resolution/disciplinary procedures	Digital communication, collaboration & participation
Health and wellbeing	Physical health Mental health/Digital identity Specific health aspects e.g.digital identity, financial health, cyber security	Digital identity and wellbeing

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Developing staff and students

- Gathering student and staff views on their expectations and experiences of technology using insights

- Use the discovery tool to identify and support the development of your staff and students' digital capabilities?

- Do you have a programme of CPD/training for supporting staff and students with their digital capabilities?
  - Use the resources in the discovery tool

- How are staff recognised and rewarded for developing their digital capability?
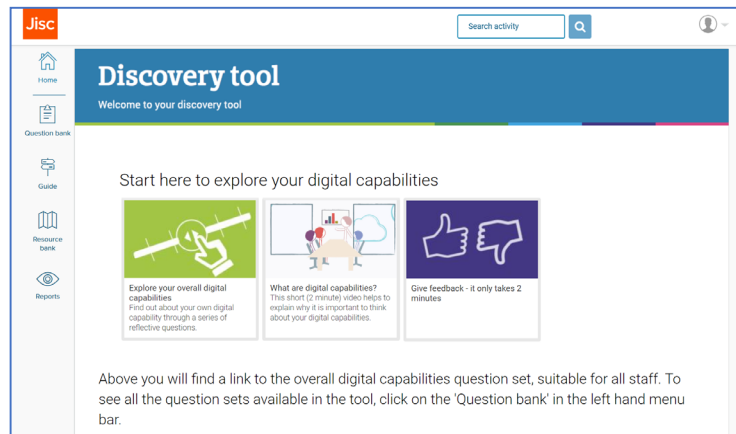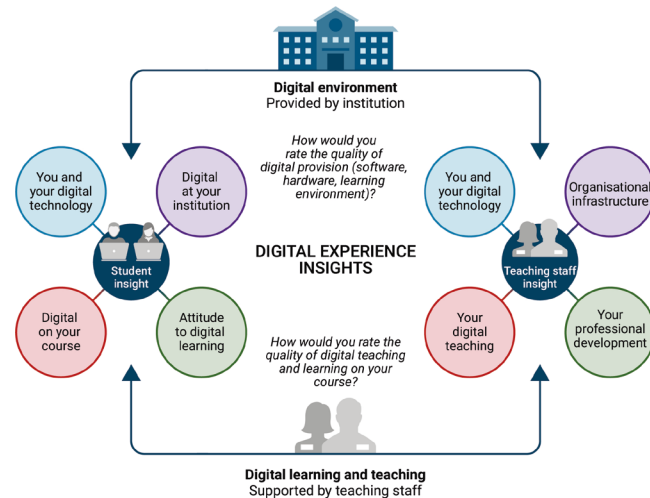
Building digital capability into the curriculum

How are opportunities for students to develop *their* digital capabilities integrated into the curriculum?

- Digital capabilities are **subject specialised**
- Every student brings their own **personal digital** practices
- Staff need to be **confident in their subject**, their **teaching**, and their **digital practice**
- **Digital capability is not a separate aspect of learning** but integral to being effective in a subject area, or a vocation or profession
- Considered as part of overall curriculum and assessment design practices

• https://digitalcapability.jisc.ac.uk

A holistic approach to programme design and technology adoption

Connected curricula

5 digital dimensions
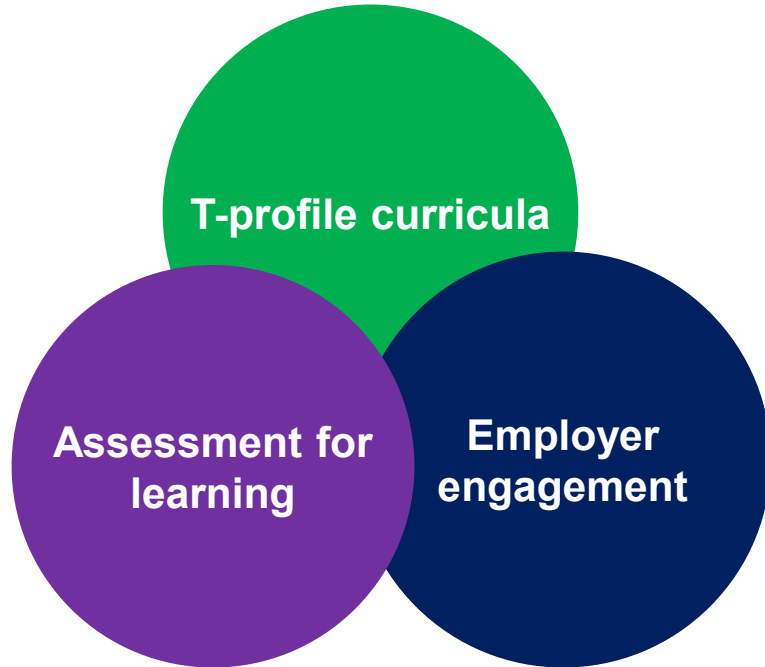
Working in partnership

"Partnership is fundamentally about a relationship in which all involved – students, academics, professional services staff, senior managers, students' unions and so on – are actively engaged in and stand to gain from the process of learning and working together.

Partnership is essentially a process of engagement, not a product.

It is a way of doing things, rather than an outcome in itself."

Healey, M., Flint, A. and Harrington, K. (2014) Engagement through partnership: students as partners in learning and teaching in higher education. York, Higher Education Academy. Available at: http://bit.ly/1gztC3u

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Benefits of student partnerships

Role of student partners

- Student 'change agents' are students who work in partnership with staff to **lead, support or develop change** within an institution

- The 2017 UCISA Digital capabilities survey reports that **43 % of respondents** are working with students as partners with another **38 % of respondents** working towards this

- Different ways student partners can work from leading their own change to supporting a defined project or taking part in institutional processes such as recruitment and teaching practice observations

- Titles may differ across higher and further education:
  - Champions, change agents, digital leaders, student fellows, student ambassadors, student partners, student researchers, co-designers, co-creators, co-developers

- See Jisc online guide on **Developing successful student partnerships** available from http://bit.ly/jisc-partnership

- Join Change agents' network: https://www.jiscmail.ac.uk/CAN and https://can.jiscinvolve.org

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Strategic steps towards organisational digital capability

Step 1: Vision and intent

Leaders identify potential for increased organisational growth, reputation, business and student satisfaction through:

> Development of shared understanding, common purpose and goals, leading to high-level vision

> Analysis of gap between current and desired situation with action and implementation plans including infrastructure considerations

Step 2: Design and construct

Departmental, programme and service leaders align organisational aspirations with own priorities by:

> Understanding digital professionalism in relation to own practices

> Embedding digital capabilities in curricula and professional practice

> Using PDR process to support staff digital ambitions with range of support options

> Recognising and rewarding student and staff digital capability achievements
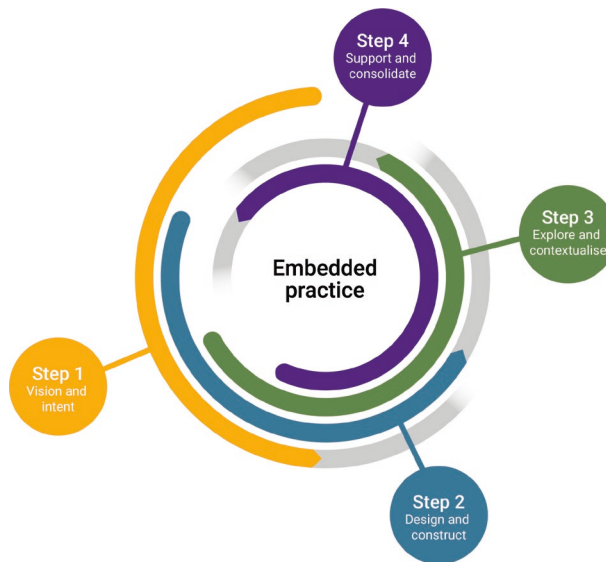
Step 4: Support and consolidate

All stakeholders engage to review and monitor digital capabilities developments leading to:

> Enhanced organisational and staff reputation(s)

> Preparing students for living and working in a digital world

> Enhancements to quality measures

> Digital leaders able to inspire and enhance organisational digital capability

> Improved efficiency and enhanced organisational capacity in all core business functions

Step 3: Explore and contextualise

Teams of staff and students develop contextualised vision and action plans by:

> Establishing common language, goals and priorities

> Identifying and mapping team strengths and weaknesses against ideal or real world requirements

> Collegiate approaches designed to achieve desired goals

> Embedding digital capabilities in curricula and student-facing activities

Step 4 Support and consolidate
Step 3 Explore and contextualise
Step 1 Vision and intent
Step 2 Design and construct
Embedded practice

All available from:
https://digitalcapability.jisc.ac.uk

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Looking to the future?

- Digital
  - adaptability
  - resilience
  - curiosity
  - confidence
  - partnerships

https://digitalcapability.jisc.ac.uk

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Working with you

Building digital capability

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The Building digital capability service
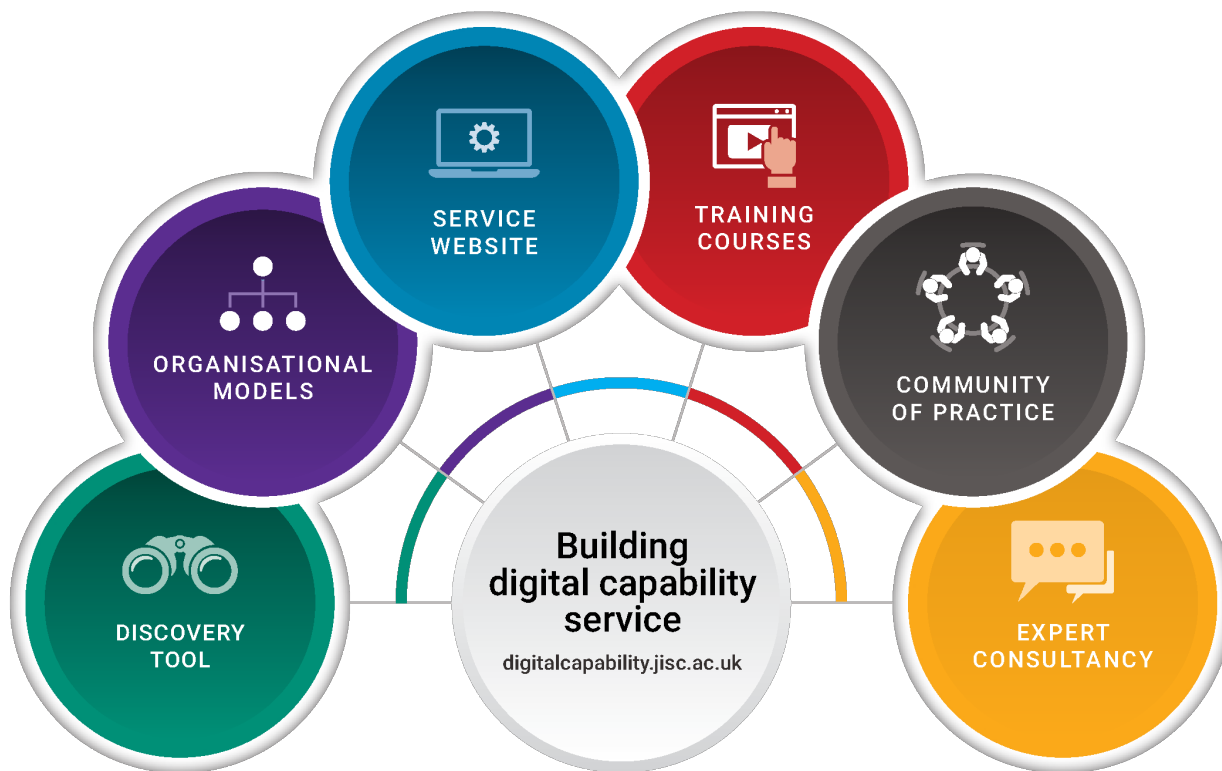
Launching our new service

New service website newly launched! Providing:

- Pathways through the resources

- Access to the discovery tool and guidance digitalcapability.jisc.ac.uk
  - Free, reduced version of the tool available
  - Full version for subscribers only

Building digital capability service, including discovery tool:

- Launched **September 2018**

Register your interest in the service at: ji.sc/register-digital-capabilities

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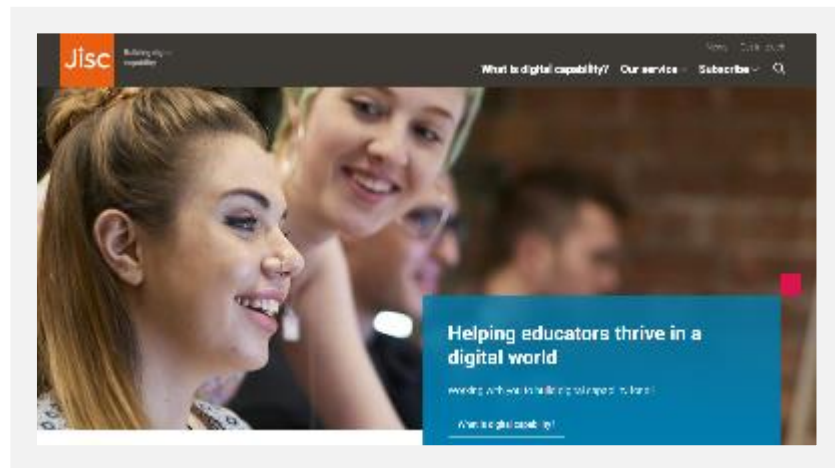
New digital capability resources

- Senior leaders briefing paper on Delivering digital change: strategy, practice and process http://bit.ly/jisc-leaders

- How are HR departments supporting the development of staff digital capabilities? https://bit.ly/2ImZY4o

- Four new institutional case study videos: https://ji.sc/digicap_films
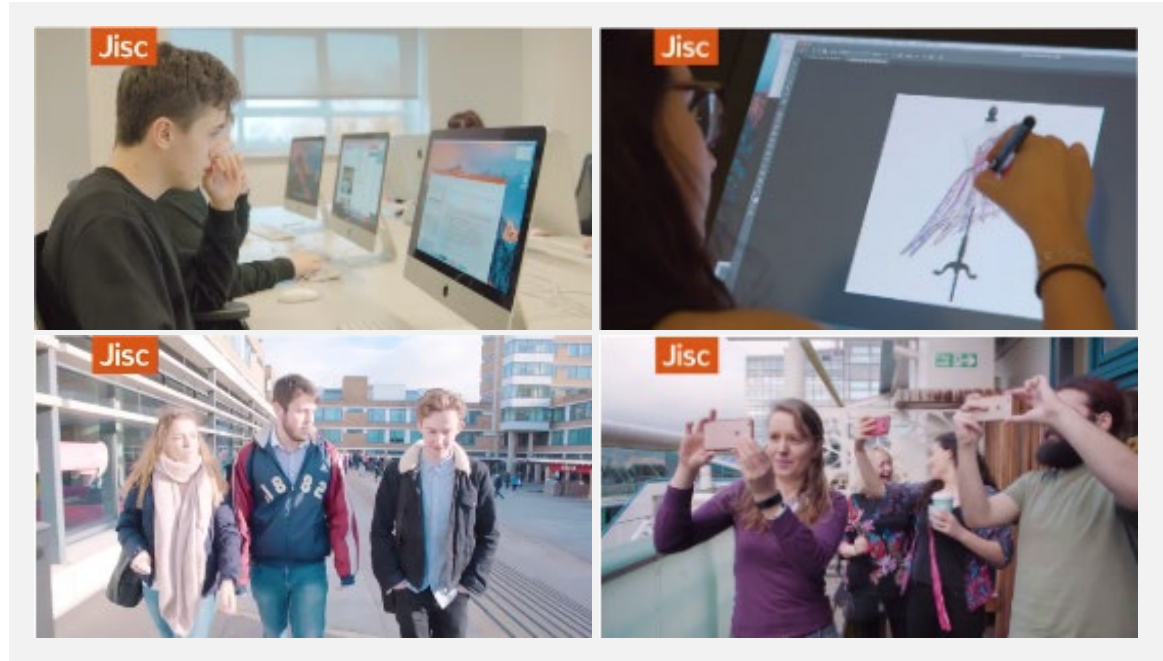
What is the discovery tool?

It is:

- A self-administered quiz about digital practices in education
- Designed to give useful feedback including 'next steps' and links to resources
- Reflective, informative and developmental

It isn't:

- An objective measure of digital competence or performance
- A complete learning resource or course of study

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Navigating the user dashboard

Question set bank

Building digital capability

Each question set has two question types:

1 Activity (grid)

> **When choosing and using digital resources in teaching which of the following do you do?**
>
> Choose any or all that apply to you
>
> | Find and recommend suitable topic-based resources | Find and adapt resources to meet learners' needs | Create resources as needed |
> |---|---|---|
> | | None of these | |

2 Confidence

> **How confident are you assessing digital tools or resources for their accessibility?**
>
> Move the pointer to show how confident you feel
>
> Not at all confident — Completely confident

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Individual report

Each element has:

- **Level:** developing | capable | proficient
- **Score:** how you assessed yourself to achieve this level
- **Next steps:** what people at this level can try to develop further
- **Resources:** links to selected resources for further exploration
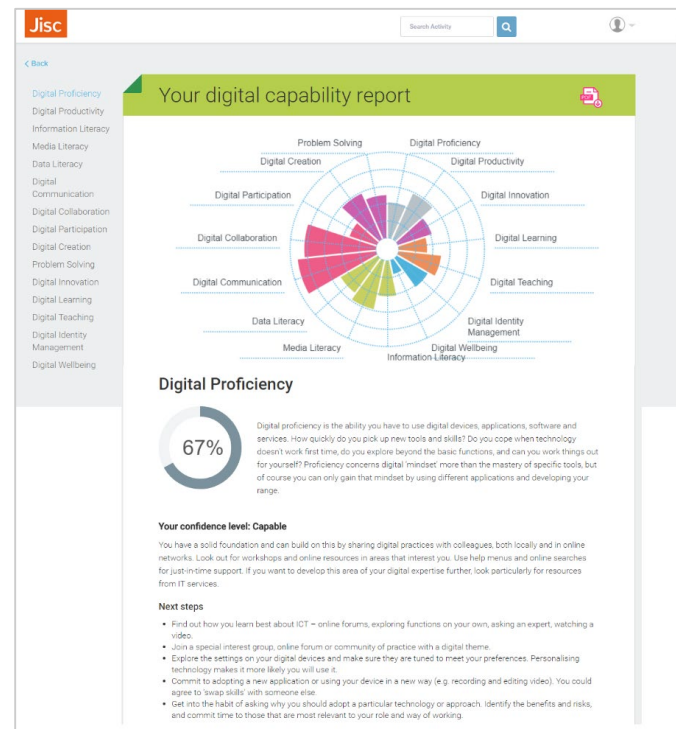
Resources

Resource bank

Below you will find a range of resources that you can browse through that have been mapped to the different elements of the digital capability framework and other elements used in the question sets. The very first set of resources you will see provide an insight to what digital capabilities are and how they can help you live, learn and work in a digital society.

What does digital capability mean?

Building digital capability: the six elements defined
Jisc digital capability framework which provides descriptions of the six key elements and the sub-

What are Digital Capabilities?
This short (2 minute) video helps to explain why it is important to think about your digital capabilities.

Being digital: skills for life online
Online Open University course on developing digital skills for life online

Thriving in a connected age: digital capability and dig...
Jisc blog post considers a range of issues around digital capabilities and digital wellbeing

ICT Proficiency

1 minute CPD on ICT proficiency
1 minute CPD blog posts on Digitial proficieny

Automation: iDEA bronze maker badge
One of the 'maker' badges that make up the iDEA award on digital creativity skills to build and make in

BYOD4 learning
Bring your own device for learning: an open learning event for students and teachers

Cyber spies: iDEA bronze citizen badge
One of the 'citizen' badges that make up the iDEA award. Citizen badges help you learn digital

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Institutional data dashboards

Provides institutional leads with anonymised data on:

- Overall number of staff that have completed assessments (by department)

- Scoring bands by organisation (developing / capable / proficient)
  - Scoring bands by department; sector comparisons for both

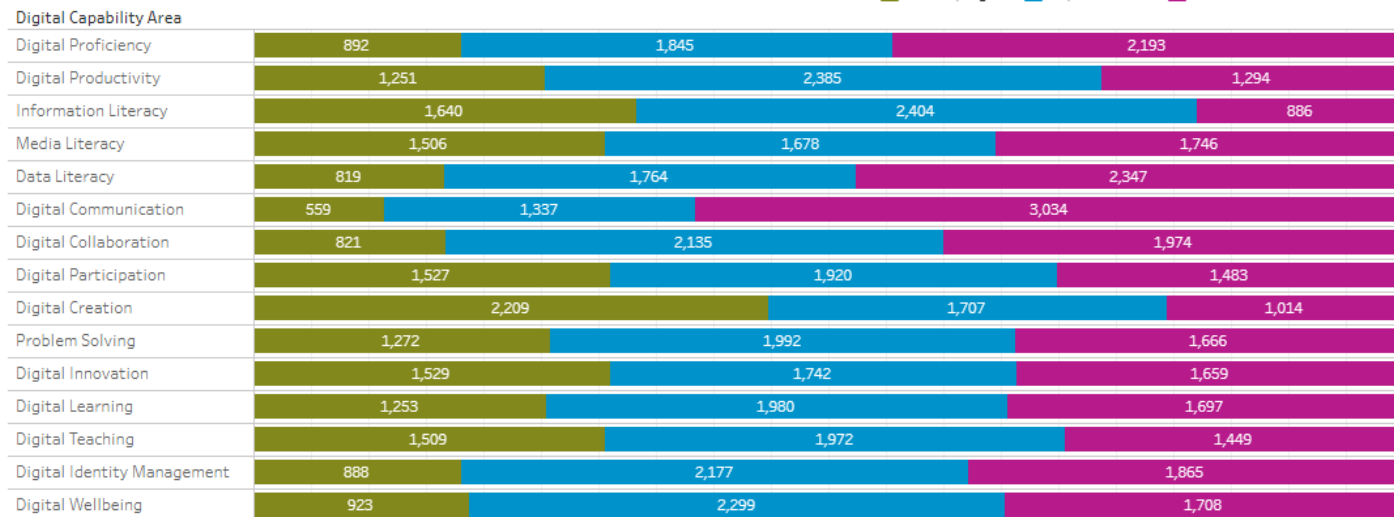| Digital Capability Area			
Digital Proficiency	892	1,845	2,193
Digital Productivity	1,251	2,385	1,294
Information Literacy	1,640	2,404	886
Media Literacy	1,506	1,678	1,746
Data Literacy	819	1,764	2,347
Digital Communication	559	1,337	3,034
Digital Collaboration	821	2,135	1,974
Digital Participation	1,527	1,920	1,483
Digital Creation	2,209	1,707	1,014
Problem Solving	1,272	1,992	1,666
Digital Innovation	1,529	1,742	1,659
Digital Learning	1,253	1,980	1,697
Digital Teaching	1,509	1,972	1,449
Digital Identity Management	888	2,177	1,865
Digital Wellbeing	923	2,299	1,708

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What the staff and students have told us

"I enjoyed using it. The report accurately recorded my strengths and weaknesses"

"I thought the data and insights it provided just based on a quick assessment was really good"

"Made me think about things in more detail, and actually assess responses"

"Did give me an idea of specific areas which would be worth working on, targeted action"

"Really useful, and I particularly like how it is relevant to skills for both my course and my future career"

"[I've] shied away from this area, so having an abundance of help/ feedback was great"

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Community
of practice

- Launched in May 2017, run twice yearly since with 100 delegates at from across FE and HE

- Next event was held on **21st November 2018** at the University of Hertfordshire

- See our summaries of these events at:
  - May 2018: http://bit.ly/digicap-cop3
  - Nov 2017: http://ji.sc/community-of-practice
  - May 2017: http://bit.ly/2CKZu1e

- Join CoP mailing list
  jiscmail.ac.uk/jisc-digcap-ug

'Valuable for inspiring new ideas and making new contacts, for sharing resources.'

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Follow developments

Interested in the service?

- New service site: digitalcapability.jisc.ac.uk
- Sign up at: ji.sc/register-digital-capabilities

Follow developments

- Project blog:
  https://digitalcapability.jiscinvolve.org

Communication

- Email the project team at:
  digitalcapability@jisc.ac.uk
- Follow #digitalcapability on Twitter

Resources

- Online guide – Developing organisational approaches to digital capability
  http://bit.ly/digcapguide
- Six elements framework:
  http://ji.sc/digicap_ind_frame
- Digital capability institutional videos
  https://ji.sc/digicap_films
- Senior leaders briefing
  http://bit.ly/jisc-leaders
- Digital leaders programme
  http://jisc.ac.uk/training/digital-leaders-programme

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