# 7. Module 7: Developing a Digital Strategy for the use of LMI

**Group Size:** Self-study or small group (2-4)     **Time:** 2 hours

**Target group:** Manager

## Aims

The module is designed for self-study by senior managers who compile strategic documents. This module is to help a senior manager consider the issues and develop a digital strategy for the use on LMI. The purpose of this module is for managers to able to develop a long-term strategy for sustainable digital services within their organisation. It is not intended to be strategy for the introduction or updating of existing IT services except where they relate to practitioners or clients accessing and using LMI.

## Learning Outcomes

- To understand what should be considered before developing a digital strategy for LMI;
- To know the process for developing a digital strategy for LMI;
- To be able to write a complete digital strategy for guidance and LMI.

Skills, experience or knowledge required: The managers should have a good understanding of LMI from various sources; it is useful if they are a competent user of ICT, familiar with the internet, some knowledge of social media.

Equipment required: Laptop or paper for notes.

# Module 7: Self-assessment

| Your current assessment | Grade how your current understanding/competence<br>*1 = Basic to 6 = Expert* |
|---|---|
| **I know what should be considered before developing a digital strategy for LMI** | A  1............2............3............4..............5..............6<br>B  1............2............3............4..............5..............6 |
| **I know the process to use for developing a digital strategy for LMI** | A  1............2............3............4..............5..............6<br>B  1............2............3............4..............5..............6 |
| **I am able to write a complete digital strategy for LMI in guidance services** | A  1............2............3............4..............5..............6<br>B  1............2............3............4..............5..............6 |

## 7.1. Points to consider before developing a Digital Strategy

"I want us to ask ourselves every day, how are we using technology to make a real difference in people's lives?" President Barack Obama.

While organisations and companies talk about "going digital", what does digital really mean?

For some executives, it is about technology (ICT). For others, digital is a new way of engaging with clients/customers (marketing). Some would say its prime purpose is to improve the technology so that it is more efficient, effective, and satisfying for those that use it.

A digital strategy can include both of these concepts however it can an entirely new way of doing guidance or business.

For example, the interview and transaction is all online with no or very little contact with a human being. An example of this is buying something from Amazon or eBay where the order is placed online, the payment is processed online and any further communication is through email or online 'chat'.

A digital strategy for LMI can often cross over different departments (manager responsibilities) therefore the development can require tact and diplomacy skills. The senior management team/ Chief Executive Officer should take ownership of the strategy. Ideally, the ultimate responsibility will be delegated to a named person.

A digital strategy for LMI should contribute to the overall organisation business strategy and not be independent of it. The reason for this is that the introduction of some services or technology could require a financial contribution from other departmental budgets.

Other major considerations are:

- What is the life expectancy of the strategy? Should it have a short life with frequent reviews to address the constantly changing technology and application landscape?
- What additional costs can be identified?
- What are the ongoing costs?
- Will there be any upgrade costs during the lifetime of the strategy?
- Is there an annual, ongoing budget, as you would allocate an annual budget for marketing?
- Will there be a budget to cover new IT technologies, new web services or new applications?
- Will staff require training? If so, what are the likely costs?
- What are the benefits of the digital strategy? This is crucial if the strategy leads to an increase in expenditure rather than just a clarification of existing practices and use of current technologies. Can the expense be justified due to an increase in productivity, achievement of targets, greater customer satisfaction, meeting deadlines and increased efficiency?

Failure to consider the above can lead to a lack of common vision and agreement. The initiatives can be piecemeal and a can lead to a quick reaction that does not allow you time to consider something carefully.

**Activity: Ask**

Does a Digital Strategy for the use of LMI exist?

Is there an IT Strategy that covers information handling, access and use?

Does the organisation have any other strategies that cover similar digital topics? For example the use of Social Media, internet sites, telephone calls, email, etc.

We will assume the manager has a thorough understanding of the existing LMI provision including:

- Who provides and manages the LMI;
- How clients access LMI;
- How practitioners access and use LMI;
- How LMI contributes to the success / satisfaction of the client in their job or career search;
- See the examples of IT Policies from your organisation or online.

## 7.2. The Strategy Process

**Activity:** The strategy process: Diagnosis  ➡Guiding Policy ➡Action Plan

**Diagnosis**

Where are we now?

How does ICT currently support the use of LMI?

Who are the Clients/Customers (users)? Members of the public, practitioners, managers, planners, local or national government departments.

How will the customer access LMI?  Through a practitioner, self-service online, Mobile Cell Service/Smartphone, Desktop PC, Broadband, Careers Service Office, etc.

- Mobile (cell phone) – Are you going to build a responsive site? Do you need native apps? If so, what platforms will you support? Will staff communicate by mobile telephone?
- Social Media – What platforms are you going to support? How are you intending to use social media? Who is responsible for it? What policies exist around acceptable behaviour? How are negative events handled?
- Email – This should cover everything from newsletters to trigger based emails. You should address who is responsible for email correspondence and how your email lists are maintained and privacy is protected.
- Digital Marketing – This is limited to advertising the guidance service and LMI websites or resources.
- Website – What features should you support on the website? How do you decide on content? Who is responsible for site maintenance from design, content and technical perspectives?

What do you want to change/improve?

- What works?
- What could be better? How?
- What is not being used?
- What is not done now that could/should be done?

**Benefits**

- What are the benefits for the organisation?
- What are the benefits for the practitioner?
- What are the benefits for the client?
- Does anyone else benefit?

**Guiding Policy**

- Decide on the timeframe for implementing a greater use of ICT for LMI.
- Decide what is achievable in this timeframe.
- Decide when the Digital Strategy will be reviewed and a new strategy written. Who will review the strategy?
- Service Level Agreements are essential when the policy crosses over departmental responsibilities.

**Action Plan**

- Project/Workload Team – who are the members?
- What is their remit?
- Whom does the team report to?
- What are the deadline dates when parts of the project should be completed? What is the final target completion date?

## 7.3. How to write a Digital Strategy for LMI

Every strategy should have the following components:

- Company Commitment Statement / Vision Statement;
- Aims and objectives Statement (why have a digital strategy for LMI);
- Digital strategy for LMI (how we will achieve these objectives).

**Written task:** Write a Digital Strategy for LMI using the components listed above

Time: 30 mins

**Commitment/Vision statement**

Example: <organisation name> is committed to changing lives for the better through learning and work. The use of LMI and access to LMI through ICT is fundamental to our approach in the 21st Century. We have reviewed our current systems and this strategy will allow more of our clients to be more involved in the management of their career. An implementation plan will underpin this strategy with proposed timescales.

**Aims and Objectives statement**

Example: To support <clients> to be aware of LMI resources to help them apply for employment. To promote self-career management and lifelong learning to <clients> through the acquisition of good LMI. To equip our staff to promote LMI and have the confidence to use LMI with clients.

**Digital Strategy for LMI**

To enable <organisation> to achieve these objectives we will:

# 7.4. Digital Strategy Toolkit

Organisation Name – Digital Strategy for using ICT for LMI.

| WHY? | | | HOW? | | |
|---|---|---|---|---|---|
| **Agency mission and vision**<br>Insert here your mission statement, strategic intent, service charter, etc. | | | Digital Transformation<br>How and what will change? | Customer Service<br>Customer service promise (including Customer Service for special need clients) | Innovation<br>What are your aspirations |
| **WHAT?** | | | | Website | |
| **What is the strategy**<br>Insert here the<br>  o  Purpose of the digital strategy<br>  o  Guiding principles<br>  o  Defining characteristics | | | Capability and Change management<br>What policies, procedures, staff training and change management are required | Social Media   digital   Mobile/apps<br>Walk in      Call Centre<br>Publications | |
| | | | Governance<br>What management structure and resourcing is required | Enabling Technologies<br>What hardware and software do you need? | |
| **BENEFITS** | Better … e.g.<br>⇧ Customer experience<br>⇧ Education and advice that is easier to find, understand and act on<br>⇧ Understanding for clients about the changing workplace<br>⇧ Consistency of service delivery | More …e.g.<br>⇧ Clients self-serving<br>⇧ Time for staff to provide a quality service<br>⇧ Clients recommend our service<br>⇧ Services meeting the client's need | Shorter …e.g.<br>⇧ Time finding the right information and responding to customer queries<br>⇧ Face to face time with customers because they are assisted by digital technologies | Reduced …e.g.<br>⇧ Red tape and barriers to clients doing business with us.<br>⇧ Costs to servicing customers<br>⇧ Time spent by our staff on administrative tasks | **BENEFITS** |