Employer journey development process

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This document is intended to provide an introduction to the review and development of the employer journey support workshops as part of the World Class Skills programme.

It is intended to be used as an illustrative example for providers to support discussions as part of the workshop.

Introduction to the employer journey

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The employer journey is in place to ensure that there is a joined up and consistent service to employers and their learners across the college. For this reason there is a need for staff to understand the key steps in providing services to employers and learners, which may be tailored to a range of customers.

As part of the WCS work with the college we are looking in more detail at the journey and how we can improve the use of the employer responsiveness toolkit, the information we take from the process and ultimately the experience of the employer as their expectations are met and exceeded.

Aims of the process

Building a picture of the current employer journey:

Outline the steps the employer goes through in their engagement with the college

- At each stage:
- What are the objectives for you and the employer?
- What support is available to you to assist the use of the toolkit?
- Monitoring and reporting processes – what are they and how is the information used?
- Variances:
  - does this process change for certain customers?
  - does it change for different customer needs?

Could this process be improved, and how?

Employer Journey Workshop

Activity 1 – The employer perspective

The employer journey as it happens at the moment:

1. Focused on the points at which the employer is involved with the college, can we draw the journey?

2. What is the objective at each stage for you?

3. Do we all agree this is a fair representation?

End-to-end employer journey example

This is a case of drawing out the points at which the employer interacts with the provider

Activity 2 – Defining the 'As is' employer journey (1)

Employer journey stages	Step 1	Step 2	Step 3	Step 4	Step 5
Employer requirements					
Objectives for you as the provider					
Who is involved at this point and how?					
How is information used and/or impact measured?					
Issues/Hot spots					

Activity 2 – Defining the 'As is' employer journey (2)

Employer journey stages	Step 6	Step 7	Step 8	Step 9	Step 10
Employer requirements					
Objectives for you as the provider					
Who is involved at this point and how?					
How is information used and/or impact measured?					
Issues/Hot spots					

Wrapping up the 'as is' analysis

The employer journey needs to be considered at each step.

Key questions to consider will be:

- Is it clear why each step exists?
- Are there any cases of overlap in scope between steps?
- Are there issues in place which require further investigation?

If there are issues to consider a root cause analysis could be used to identify what needs to be done to remove them.

Root Cause Analysis

Introduction to root cause analysis

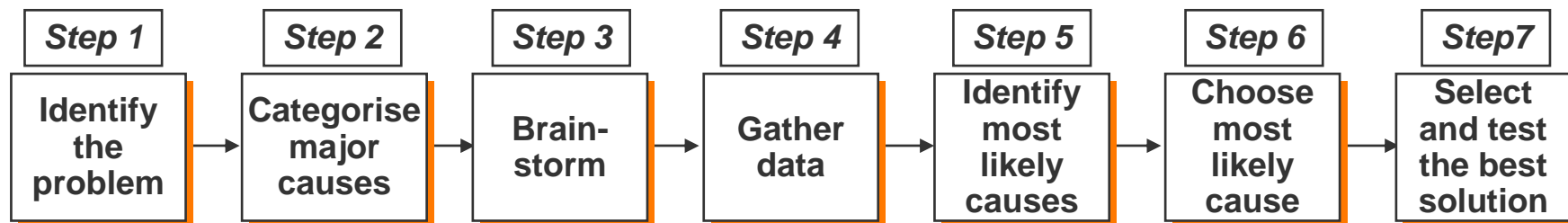Root cause analysis digs down to the real problem – the "root cause". Its operating assumption is that people are far too ready to label something a "cause" when it is really the "effect" of some deeper cause.

Root cause analysis works because it breaks down what can appear to be an impossible issue into smaller, more easily handled, chunks. Even if the problem appears to be solvable, root cause analysis ensures you are dealing with the main cause of the problem, rather than the effect, or symptom.

In summary:

- It is a rigorous approach that uses groups to identify and develop solutions to "root causes".

- It breaks down complex issues into smaller, more easily handled chunks.

- Root cause analysis is a powerful tool used to identify, record and visually represent the possible causes of a problem.

Root cause analysis: process

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step7
Identify the problem	**Categorise major causes**	**Brain-storm**	**Gather data**	**Identify most likely causes**	**Choose most likely cause**	**Select and test the best solution**

Step 1: Identify the problem

Clearly define the problem, or effect that is visible, on the right hand side of the fishbone diagram and draw an arrow to it.

Step 1a

Write problem down on right hand side

Draw an arrow to it

Step 1b

Step 2: Categorise major causes
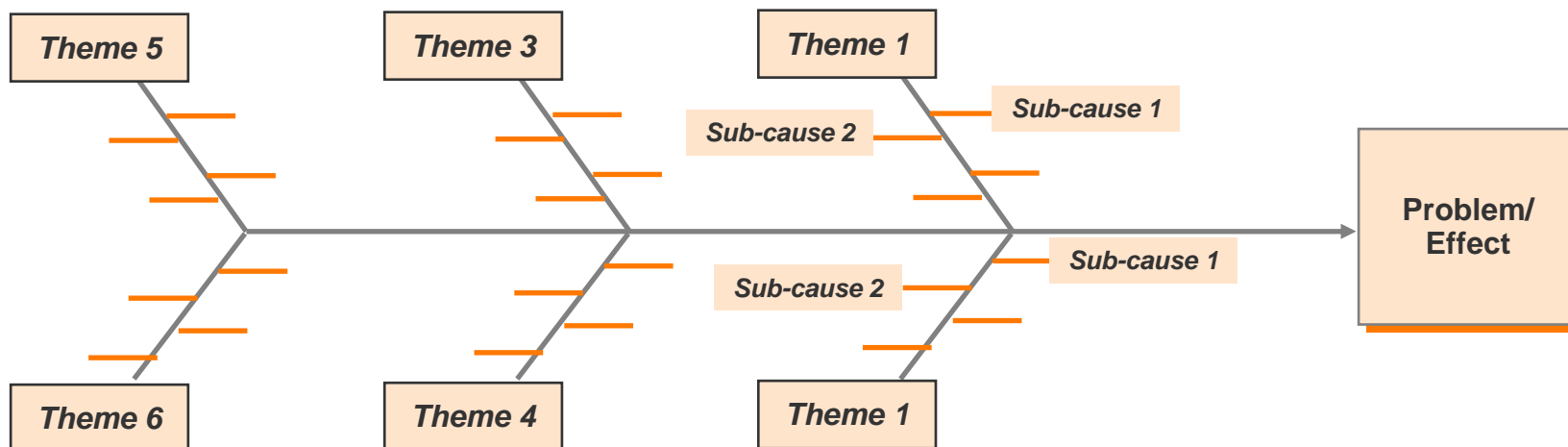
Consider major themes under which possible causes could be grouped:

- Do not exceed six major themes
- Add the themes to the main diagram, as shown below
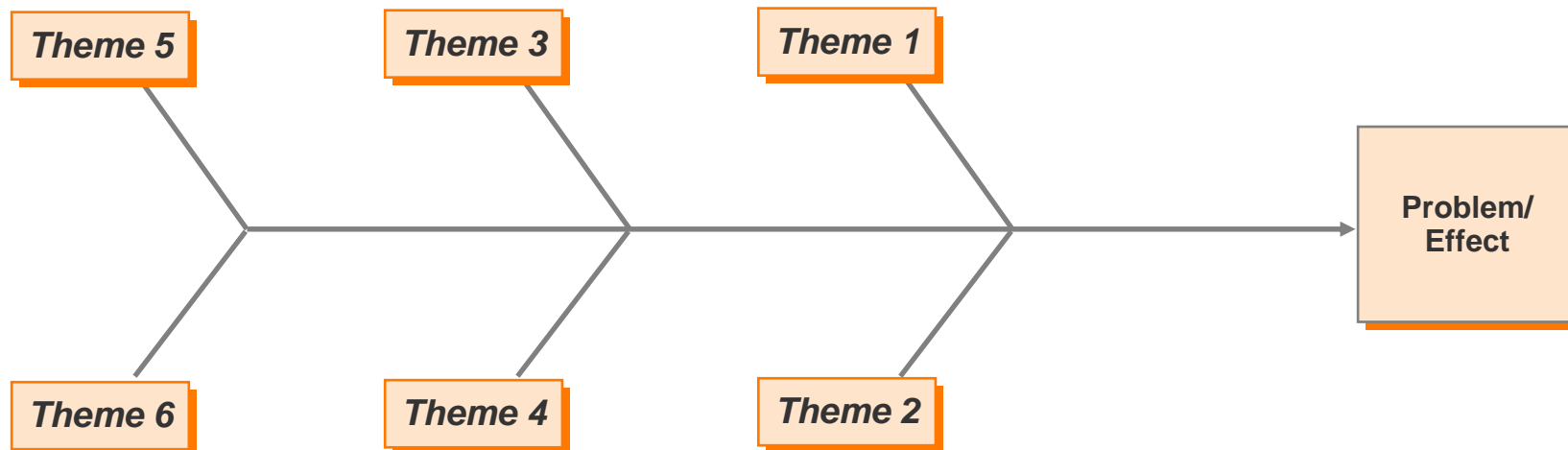
Step 3: Brainstorm

In the team:

- Brainstorm a list of sub-causes
- Add the sub-causes to the fishbone diagram, using post-it notes
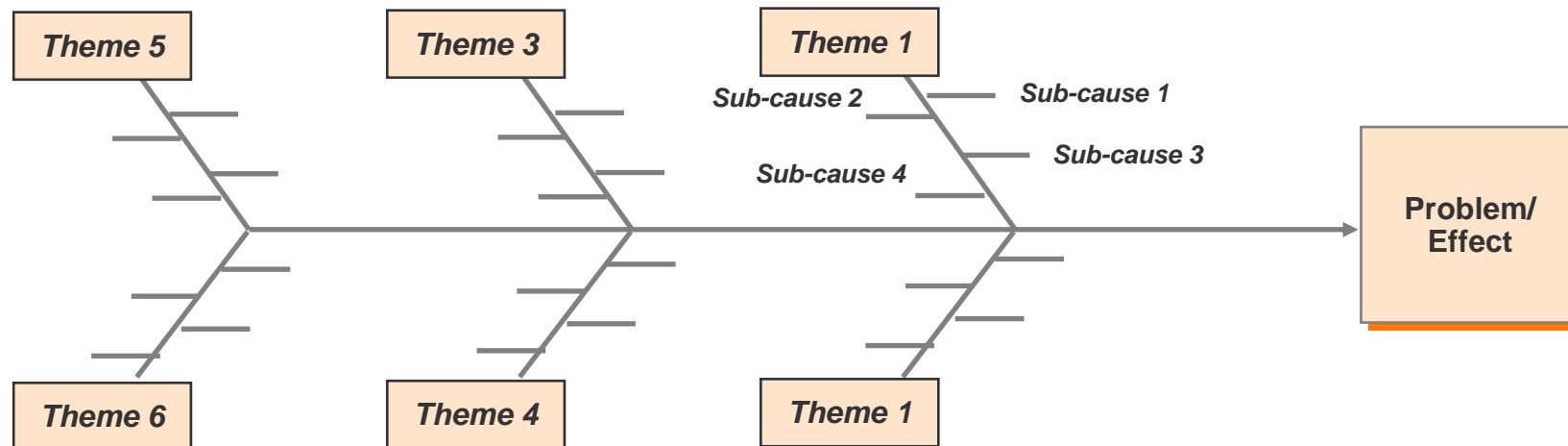
Step 3: Brainstorming (continued)

As individuals:

- Identify five additional possible causes (no duplication of previous brainstorming session)

- Write these causes on post-it notes and add to the diagram (combine any duplicate ideas on one post-it note)

As a group:

Agree when to meet next and take a break

Step 4: Gather data

Gather as much data as possible about identified causes:

- Control charts
- Graphs
- Trendlines
- KPIs

Data can be used to identify the most probable causes, and/or it can be used alongside all the other data/information the team has gathered
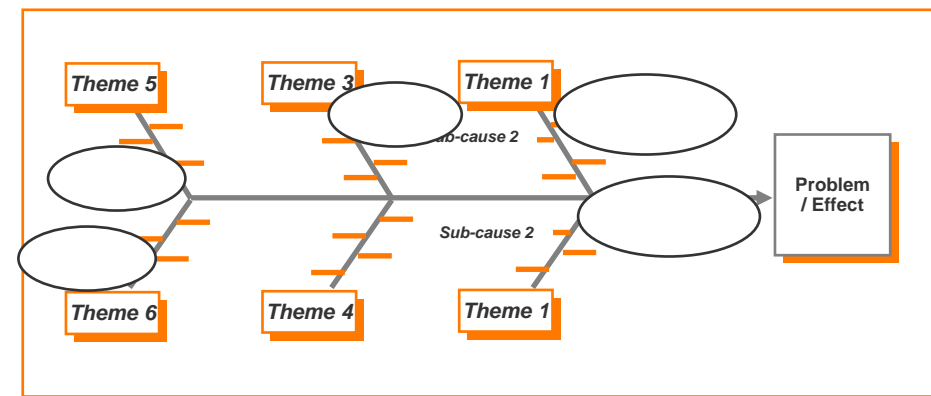
Breaks in the session can allow time for consideration as well as to gather the data

Step 5: Identify most likely causes

In the team:

- Analyse the data and information gathered

- Through open discussion, clarify and identify most likely causes

- Challenge each other's ideas as necessary

- Rank most probable root causes through voting (each person ranks each probable cause on a 1-5 basis, where 1 is lowest, and 5, highest probability) [See left-hand graphic.]

- Circle the top vote-getters on the fishbone diagram as probable root causes [See right-hand graphic.]

Probable Causes: Keywords	Ranking					
	1	2	3	4	5	Total
A						
B						
C						
D						
E						

Theme 5, Theme 3, Theme 1, Sub-cause 2, Sub-cause 2, Theme 6, Theme 4, Theme 1, Problem / Effect

Step 6: Choose most likely cause

Reduce the probable root causes to one, by choosing the one cause that the team believes, if solved, will lead to resolution of the problem

Use open discussion for this step (and if necessary, voting)
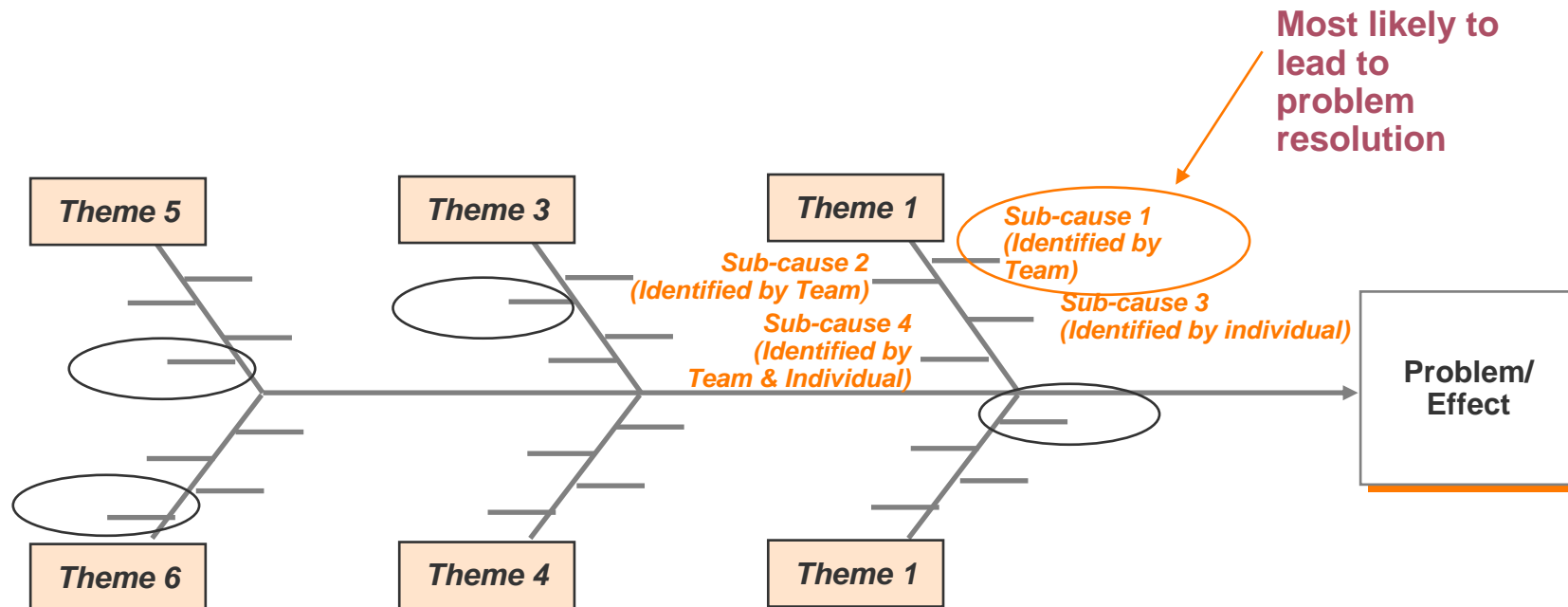
Step 7: Select and test the best solution

- Brainstorm a list of possible solutions to address the most probable cause

- Identify the top 5, or 6, preferred ideas and evaluate each idea against a number of relevant criteria

- Allow the best solution to emerge through continued discussion (more than one meeting if necessary)

- Test the solution (pilot it) and review its effect

Root cause analysis: helpful hints

- Undertake root cause analysis with a team who are owners or stakeholders in the process (who will see the benefits of solving the problem)

- Follow brainstorming rules when generating initial ideas:
  - Generate as many ideas as possible and list them under main headings as possible causes
  - Do not allow criticism of any idea initially (no idea is a bad idea)
  - Build on the ideas of others

- Avoid working the solution of any cause early in the process

- Don't be hindered by excessive neatness during the construction of the diagram. Ideas must flow freely

- Verify root causes through data gathering and testing

- Identify in advance criteria by which you will evaluate the final solution

- Challenge the solution

- Agree, in advance, how you will measure the effectiveness of the solution in the pilot

# Developing the new employer journey

Developing a new employer journey

Having conducted a detailed analysis of the current employer journey you should be able to define how it actually needs to look.

The following slides give examples of an employer journey as a diagram and the level of information you should be able to provide at each stage.

How this employer journey is going to be communicated is important if it is to be successful. It needs to be available for staff to use at all times.

An example employer responsive journey
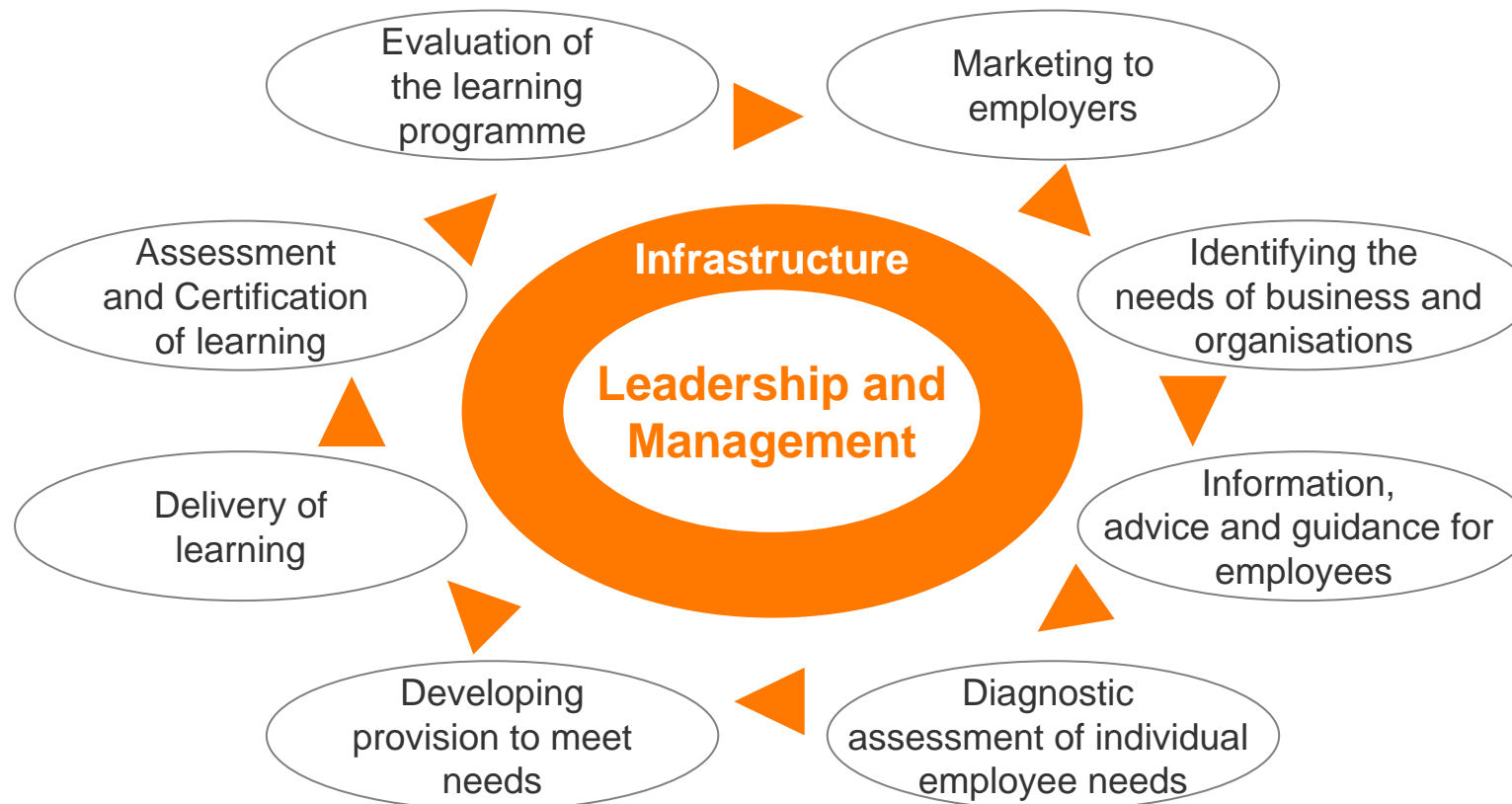
Clarification around each stage

Stage:

Stage overview	
Provider objectives	
Employer objectives	
Who is involved	

Tools to support stage	Where is information stored	Reporting and monitoring approach