

WE ARE

THE DIFFERENCE

*Forming, Storming,
Norming, Performing*

A Case Study of Change Management in Work
Placement Practices in UCC Career Services

Susan Lyons, Amy McMullan, Grainne North,
Jillian O'Mahony & Aileen Waterman

SAI Conference
Atlantic Technological University
13th June 2023



Career
Services



STUDENT
AFFAIRS
IRELAND

Overview

Tuckman, B., 1965. Bruce Tuckman's team development model. *Psychological Bulletin*, 63

Forming - Awareness to Inclusion

Storming - Conflict to letting go of Control

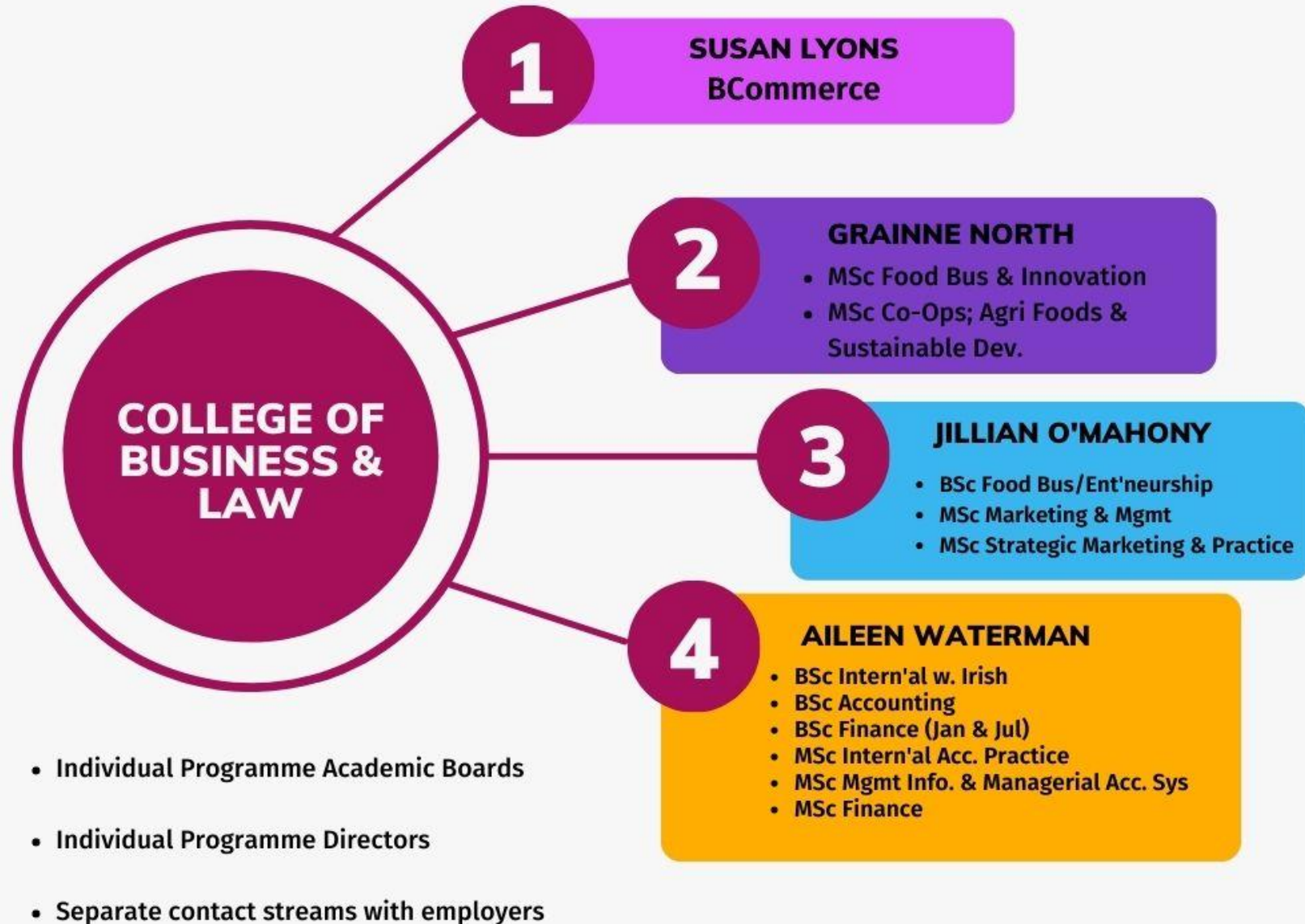
Norming - Co-Operation to Cohesion

Performing - Productivity to Trust & Team Identify

Future Plans

Who Are We?

- Working in Silos
- Duplication of processes
- Limited support
- Limited strategic opportunities



Forming



How it started.....
March 2022

Ever Wondered About A Career In.....

EVER WONDERED ABOUT A CAREER IN HUMAN RESOURCES?

Learn more about the **career opportunities** for students who are interested in the **HUMAN RESOURCES** sector

Guest Speakers:

- Pauline Digan - HR Manager, Carbery
- Laoise Bryan O'Sullivan - HR Business Partner, Musgrave
- Sinead O'Dwyer - Talent Acquisition Lead, Pepsi

23rd March 5 PM



EVER WONDERED ABOUT A BUSINESS ROLE IN TECHNOLOGY?

Learn more about the **career opportunities** for students who are interested in a **BUSINESS ROLE IN THE TECHNOLOGY** sector

Guest Speakers:

- Michelle Scroope - Recruitment Manager - [Company]
- [Name] Haskett - Recruiter EMEA & [Company]
- [Name] Beausang - University [Company] Recruiter - VMware

16th March 5 PM



EVER WONDERED ABOUT A CAREER IN AVIATION FINANCE?

Learn more about the **career opportunities** for students who are interested in the **Aviation Finance** sector

Guest Speakers:

- Sinead Collins, AVP Finance, Engine Lease Finance
- Brian Walsh, Deal Advisory (Aviation), KPMG

2nd March 5 PM



EVER WONDERED ABOUT A CAREER IN SUPPLY CHAIN?

Learn more about the **career opportunities** for students who are interested in the **Supply Chain** sector

Guest Speakers:

- [Name] O'Connell - EU MDR Lead Analyst - [Company]
- [Name] Arnott - Associate Director, Global Trade Strategy & Compliance, [Company]
- Shannon Brady - Senior Analyst Production Operations, Dell

9th March 5 PM



Awareness/ Inclusion

- A reduction in admin resources in 2021/22 created more awareness for a change in workplace practices
- **Aim:** More effective and efficient processes
- **Objective:** Merge the management for 13 academic programmes; 638 students

College of Business & Law Work Placement Programmes



Mapping out the Bigger Picture

Identified Common Concerns & Goals



- CLEAR/DEFINED ROLES/DUTIES
- TASK DRIVEN - INTEGRATION
- PROVIDE OPPORTUNITY/GROWTH
- CHANGE THE NARRATIVE OF WORK PLACEMENT



- MINIMISE RISKS TO PEOPLE/HEALTH/QUALITY OF WORK

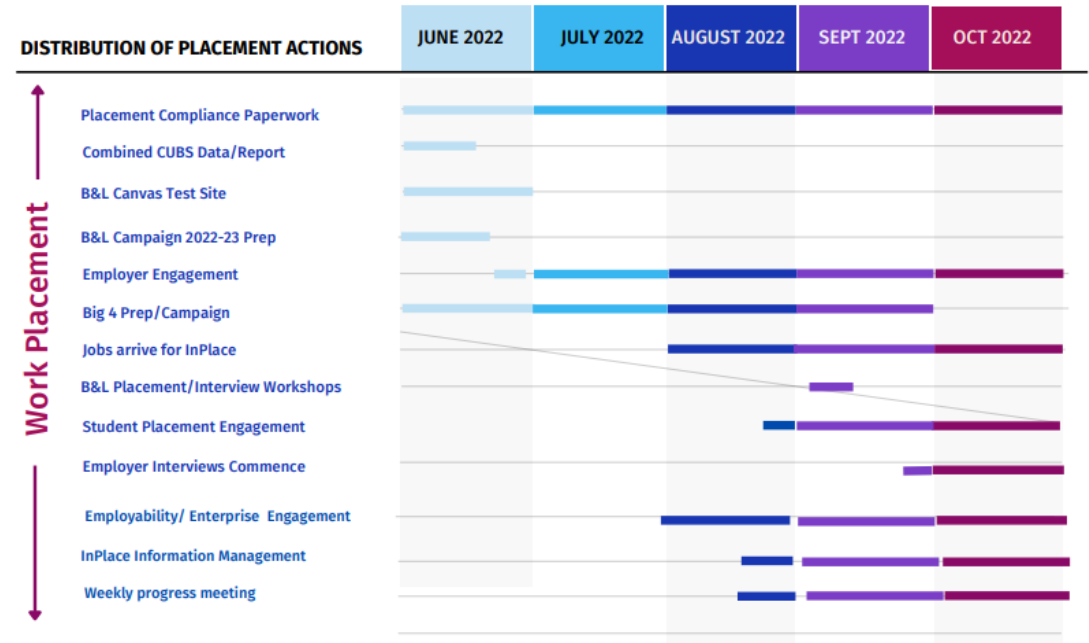


- A WORKING MODEL WITH CLEAR REPORTING STRUCTURE
- IMPROVES COMMUNICATION; WORKING ENVIRONMENT



- ENABLE A CULTURE OF SUSTAINABILITY & CREATES A MODEL FOR STAFF RETENTION

B&L PLANNING JUN-OCT 2022



Key admin resources mapped to enable a new inclusive & agile working model:

- Key milestone mapping
- Admin pressure points identified
- Priority actions highlighted
- Distribution of tasks proposed
- CPD/Career Progression & Other Service Commitments

SWOT ANALYSIS

Common InPlace Campaign;
Common Approaches for
greater efficiency; open
dialogue, integration,
collaboration

- Common InPlace Campaign;
- Common Approaches for greater efficiency;
- Open dialogue, integration, collaboration

STRENGTHS

WEAKNESSES

- Programme Numbers;
- Different programme requirements
- Taking on too much

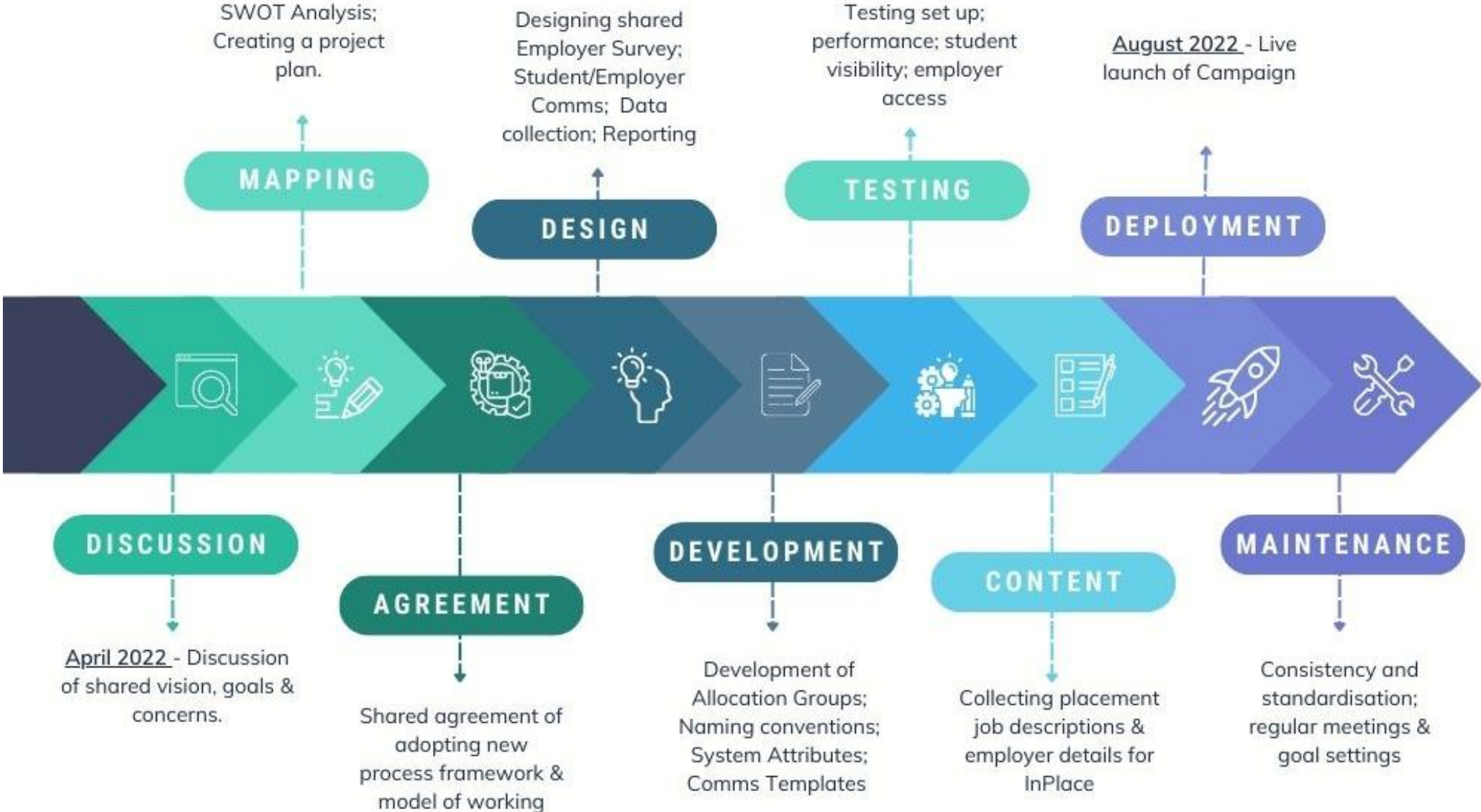
- Greater collaboration; integration
- Planning
- Create new model Year 1-4/PGs

OPPORTUNITIES

THREATS

- Admin support on time = high risk on quality & output;
- CPD
- Increased personal pressure
- Low staff retention

DEVELOPMENT PROCESS 2022/23



Storming



Conflict

- ❖ Sharing employer contacts
- ❖ Managing new inclusive employer communications
- ❖ Traditional norms
- ❖ Independence; visibility; ownership
- ❖ Questioning rationales
- ❖ Reporting styles
- ❖ Agreeing common conventions; data collection; communications; shared filing systems
- ❖ Standardising student and employer engagement

Letting Go

- Work practices exposed & tested
- Trusting information is correct
- Trusting admin supports
- Differences of opinion
- Stepping up & calling out
- Accepting feedback & critique
- Buy-in and adapting to change
- Building a new team identity



Norming



Shared Employer Survey

- Central repository
- Avoids duplication
- Account management
- Inclusiveness
- Efficiencies
- Trust & transparency
- New employer partnerships
- New placement opportunities

Employer Survey Form

**RECRUIT
WITH UCC**



Expression of Interest UCC - Cork University Business School (CUBS) Work Placement Programmes

We are delighted that you are interested in hiring a UCC student for Work Placement in 2024

- * This form will help us to manage and organise the process efficiently
- * Recruitment for Work Placement runs all through the academic year so please do get in touch with us at any time to let us know your requirements
- * We are very happy to discuss any aspects of Work Placement with you, please don't hesitate to get in touch if you have any queries
- * Further information about Work Placement is available through the link below, including videos and a full list of placement courses and start dates
- * Please note if you are specifically interested in hiring a BSc. BIS (Business Information Systems) student only please contact Stephanie Larkin directly - s.larkin@ucc.ie

<https://www.ucc.ie/en/careers/areyouanemployer/employers/placement/>

Kind regards the CUBS Work Placement Team

Aileen Waterman, Susan Lyons, Grainne North, Jillian O'Mahony



- 1 Placement Campaign
- 4 Placement Managers
- 13 Work Placement Programmes
- 638 Students

- ✓ Consistent naming conventions
- ✓ Consistent student messaging
- ✓ Bespoke communication templates
- ✓ Greater visibility across employers & jobs
- ✓ More robust data outputs
- ✓ More efficiencies/more time to explore InPlace features
- ✓ Successful collaboration with Employers to view/download CVs from InPlace

- Weekly Progress Meetings
- Strategic Planning meetings
- Setting short-term targets
- Planning longer terms goals

Unified InPlace Campaign

← Back

CUBS Placement 2022/2023 - Published

Placement 10/01/2022 12:00 AM - 30/06/2023 11:59 PM

4123 Applications 441 Successful 0 Students

Details Applications

Campaign Details

Display Campaign Name to Students	No
Opportunity Type	Placement
Application Eligibility	Configure on Opportunity

Settings

Application Process	Online Application to Institute
Allocation Model	Limited Successful Applications (Max: 1)
Student Preferencing	No
Enable Shortlisting	Yes
Enable Interview	Yes
Enable Placement Team	Yes
Coordinator Preferencing	No

Performing



1 Year On.....

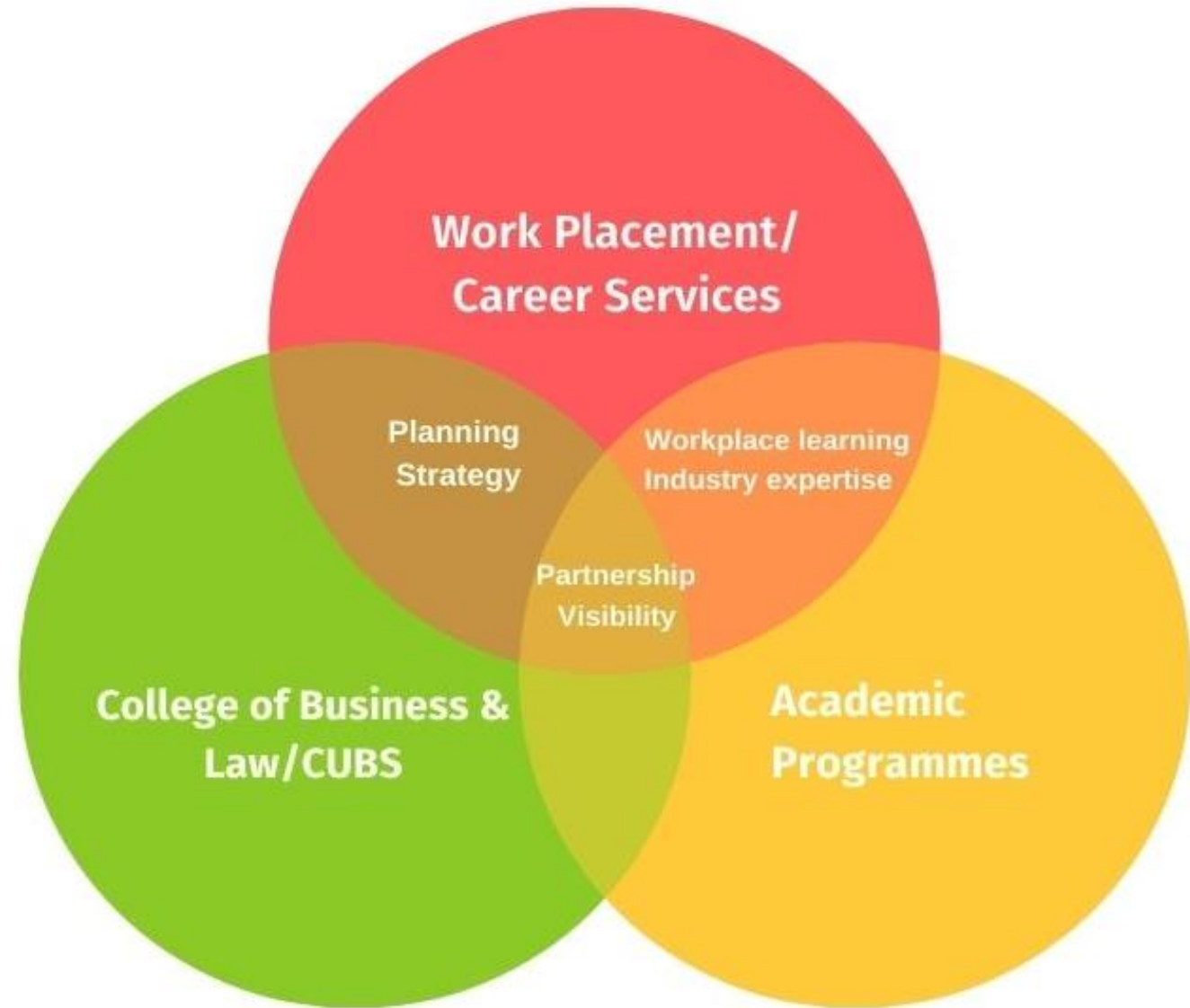
- Consistent performance
- Demonstrating interdependence & self-management
- Identified individual strengths
- Taking ownership and leading out on new initiatives in the Career Services
- More Trust, Empathy, Motivation, Confidence
- Celebrate success
- Task to present as a team - we are here today!

- More access to placement jobs
- More job diversity
- Widens the employer pool
- Centralises employer contacts
- More effective communication strategies
- More data integrity & deliverables
- Minimises risks to placement process

Team Identity – Labour Market
Experts for Work Placement

Cross collaboration with broader CUBS teams & Academic Programmes

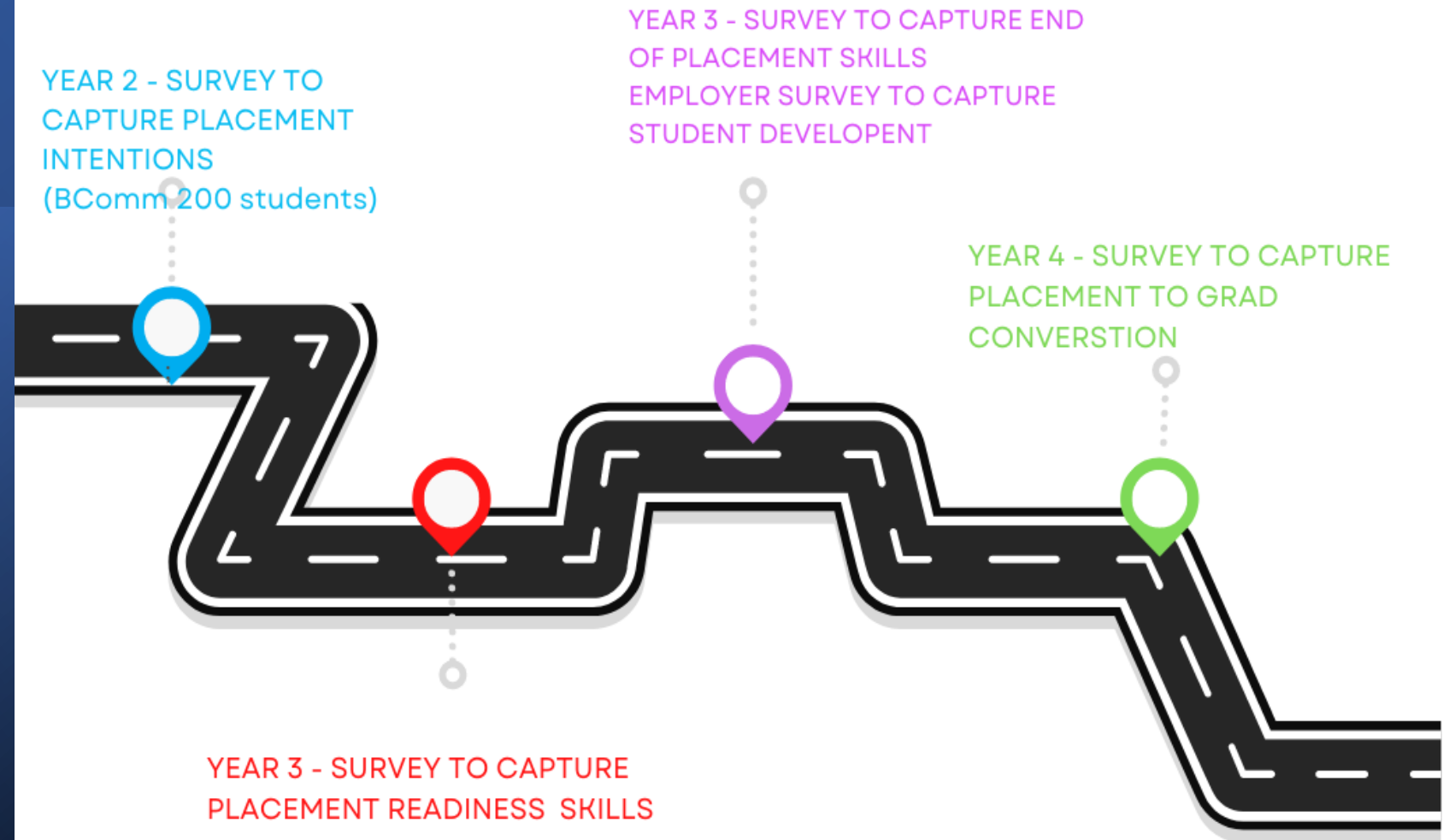
- Standardising School & College Reporting
- Identify as Industry experts for Work Placement
- Placement Working Group with other CUBS placement programmes (eg BIS)
- Supporting EQUIS Accreditation with Academic colleagues



New Initiatives

Charting Student Success: Year 2 – Year 4 (UGs)

Assesses Impact of Supports & Teaching & Learning



New Initiatives

More Cross Collaborative Employer Engagement

Working with Employers & Students to identify Early Career skills gaps and how we can adapt to support this



UCC Employer Partnership Forum

24th May 2023, 9am - 1pm
Dora Allman Room, The Hub, UCC

Agenda:

- 9am Registration/Tea & Coffee on Arrival
- 9.30am Opening Address - Prof. Thia Hennessy CUBS
- 9.40am Student Survey Findings - Clodagh Kerr, Plac
- 9.45am Guest Speaker - Siobhan Bradley, South Wes
- 9.50am Panel Discussion: The Value of Work Placem
- 10.50am Networking and Refreshments
- 11.20am Consultative Forum
- 12.45pm Closing Remarks - President O'Halloran, UC
- 12.50pm Light Lunch and Networking

Student Survey

800 Placement Students Surveyed
70% responded (57% B&L)

Top Employability Skills sought by Employers

Adaptability Communication Networking

Advantages of Hybrid Working		Disadvantages of Hybrid Working	
 Widening of the talent pool	 Improvement of employee well-being	 Not every role is suited to hybrid	 Communication challenges
 Onboarding	 Workplace Mentor	 Missing networking opportunities	 Socialising and corporate culture
 Networking, Learning & Training	 Same office days as team members		

Key Supports for Students

Onboarding Workplace Mentor Networking, Learning & Training Same office days as team members

Where are we now?



Reviewing our journey



Reflecting on what worked/what did not



Recalibrating for the future

Future Plans



Strengthen team identity as
Labour Market Experts for
Work Placement for CUBS



Implement new survey
methods (Qualtrics) to
facilitate more efficiencies and
communications



Introduce another placement
manager to the working model



Increase research agendas



More collaboration with wider
Professional Services &
Academics to enhance visibility
& impact

Thank You