



This document sets out in one place all of the information relating to the **Maximising Digital and Technological Potential** capability, including:

- Capability indicators
- Ineffective behaviours
- Development suggestions, tips, tools and activities
- Formal learning options

This is to support you in developing in this particular capability. This document should always be read with the [Professional Services Capability Framework](#)



Maximising Digital and Technological Potential

Uses technology effectively to design, deliver and improve services



Foundation

Grades 2, 3, 4 & 5



Adept

Grade 6



Advanced

Grades 7, 8 & 9



Strategic

SSG

Understands and is confident in the use of key digital systems

Uses digital systems and demonstrates digital skills necessary to complete work efficiently

Adapts to changes in digital systems

Seeks support and updates digital skills where necessary

Develops an awareness of all core digital systems in use across the organisation and identifies opportunities to further digitise

Understands data protection regulation and the impact on information retention and communication

Understands the need for cyber security protocols and recognises risks

Develops and manages systems and processes to better meet customer need and improve customer service

Champions the use of digital systems

Demonstrates fluency in a range of programming language

Identifies improvements to digital systems to contribute to customer service improvement

Acts as a point of reference for colleagues on key systems and processes, where applicable

Provides training to team members where appropriate

Compares different scenarios to assess the viability of information found

Applies licences and copyrights

Identifies ways to leverage the value of technology to achieve outcomes

Embeds digital systems as part of normal ways of working and continuous improvement

Leads key digital strategies to enhance service delivery

Assesses risks, implements controls and ensures compliance

Plans and manages current and future digital resources to ensure we are best placed to deliver services in line with our digital strategy as an institution

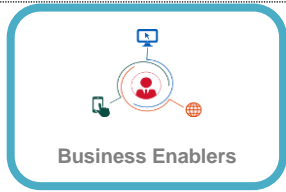
Champions the use of existing technology and the deployment of new technology

Produces or modifies complex content in different formats using a variety of platforms, tools and environments

Understands the physical and psychological health risks associated with the use of digital technology and acts to support staff

Seeks out and introduces new digital technological solutions to deliver continuously improving customer services

Ensures risk management and compliance is embedded in all digital systems and procedures; provides assurance



Maximising Digital and Technological Potential: Ineffective behaviours

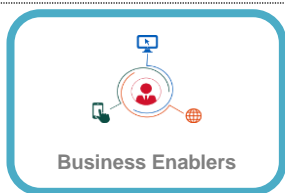
Examples of behaviours which are ineffective and may indicate a need for further discussion or development

For all

- Does not proactively learn about or introduce available digital tools which might improve their effectiveness
- Ignores digital systems and tools when considering how to improve their services or team working
- Creates unnecessary and inefficient manual workarounds for systems
- Fails to keep their digital skills up to date and deprioritises seeking support or learning for gaps in their skills and knowledge
- Assumes other people or teams will deal with data protection or cyber security

For leaders and managers

- Introduces new digital systems or tools without considering whether or how they interface with or overlap with existing technology or ways of working
- Is not committed to developing their own digital skills, or is proud of their own inability to use systems and relies on their team for digital expertise
- Misses opportunities to integrate improved technological solutions into services
- Does not support their team in understanding the digital skills they need to perform effectively and fails to create opportunities for them to develop those skills. Discourages their teams from trying new digital tools in their work
- Fails to champion use of digital tools or systems and permits or encourages inefficient workarounds or manual systems to develop
- Ignores best digital best practice from other teams or organisations



Maximising Digital and Technological Potential - development suggestions

Uses technology effectively to design, deliver and improve services



Foundation

Grades 2, 3, 4 & 5



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Advanced

Grades 7, 8 & 9



Strategic

SSG

Individual activities and reflection

Pick a manual or paper based process: consider how you could use technology to improve it. This could be as simple as creating a spreadsheet on a shared drive

Teach yourself to use one of the [Google Apps](#) and consider how you and your team could use it to be more effective: consider sharing your skills with colleagues

Actions with others

Seek a digital mentor: a colleague with digital skills who can build your confidence on tricky elements of systems

Job shadow a colleague in a different part of the University: what digital systems/ tools do they use? How they could be used in your work area

Learn about data protection and GDPR: Read the [staff guidance on GDPR](#), [Spring Clean](#) and [Be Data Smart](#) information or attend a training session: arrange to share what you learn with colleagues

Individual activities and reflection

Process map one of your key processes or systems to ensure that it is as effective as possible

Learn about a particular digital system or app and how it could be used to make things in your team easier, or to provide a better service

Actions with others

Examine or seek customer feedback on one of your digital systems: Consider the inefficiencies or frustrations raised: pick one and brainstorm with your colleagues what could change to improve the customer experience

Work with colleagues to create a database of people with technology skills on a range of systems across your team or Directorate and share and use it

Set out and share how you are going to improve your own digital capability with your team: encourage them to do the same

Individual activities and reflection

Watch [the video of the Chief Information Officer](#) talking about the digital future of the University: consider how this might form part of your team's services now and over the next 5 years. Get a team together to plan how you could be more secure, connected and [agile](#) now

Actions with others

Visit another organisation providing similar online customer services: understand their approach and effectiveness of their digital systems

Use part of a team meeting to digital solutions and ask colleagues to bring an example of how they've used technology to improve something they deliver (or bring an example from another business area which they think your team should adopt)

Talk to colleagues across business areas: jointly identify parts of digital systems which don't interact and build a plan to improve this or change it to provide better customer service

Individual activities and reflection

Drawing on the [University's Digital Strategy](#), with other leaders and team members, create your own 5 year digital vision and strategy for your business area

Consider other Universities' (and other [organisations](#)) Digital Strategies: examples [here](#) and [here](#). How could these principles of vision and values be applied in your business area too?

Actions with others

Create a network of colleagues across organisations who provide similar types of services to you: discuss how they've used technology successfully in their organisations to deliver results

Review how you generate, curate, and engage with data. Lead a team session on how that could improve if digital tools are used

Periodically sit in with your team members so you understand how online systems work, the time involved in completing tasks on those systems and some of the frustrations. Use this to inform improvements



Maximising Digital and Technological Potential - formal learning options

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Face to face learning

Our IT skills learning offer is via online courses, to enable individuals to learn at their own pace the things which are important to them

Online courses

For learning on [Excel](#)

For learning on [Word](#)

For learning on [PowerPoint](#)

For learning on [Outlook](#)

For learning on [Trello](#)

Other courses on a range of other, more specific, digital and IT applications are [here](#)

Downloadable toolkits and guides

For IT and digital skills, we recommend the online courses, rather than downloadable toolkits and guides