



# Focus

**What can Focus offer to support the wider University during the pandemic?**



# Context

Due to the COVID-19 pandemic, University departments, teams, services and committees are seeking adaptive solutions to remote working, to enable student-facing and administrative activities to continue as smoothly as possible.



# Responding to constructive challenge

Business continuity via swift adaptation/mitigation is the immediate, crisis management, need.

This time of *constructive challenge* will also spark an era of *accelerated institutional evolution* – reinventing how we work to anticipate the needs of a changing world.



# Supporting the University's mission

The Focus vision is of a *Professional Services* that:

- underpins and sustains the University's world-leading position in a changing world;
- continually self-reviews; and
- improves and adapts to meet new demands without a corresponding growth in costs.



# Enabling smarter working

Focus is about getting greater results for less effort by removing unnecessary complexity and focusing skills, time and energy where they add most value.

In a climate of recruitment freezes and budget caps, we can help teams achieve more with their current resources.



# Facilitating forward thinking

Focus galvanises positive change.

The *Focus approach* offers structured methods and collaborative problem-solving techniques to facilitate forward thinking.

We provide the tools to help you think differently about what you do and how you do it.



# Empowering teams

Focus coaches and *walks alongside* to support you in finding and implementing your own solutions.

We skill and empower your team to identify your own solutions and sustain your journey of improvement into the future.





# Adding value through the *Focus stance*

Focus is independent of any particular group. We bring fresh eyes and a neutral stance. We consider the perspective of *all* stakeholders and the impact on them. We deliver optimal processes that are well thought out and communicated.





# Examples of Focus tools...

TOOL	WHAT WE USE IT FOR
RACI	To identify who is doing what ( <b><u>R</u>esponsible</b> for / <b><u>A</u>ccountable</b> for), and who they need to <b><u>C</u>onsult</b> with and <b><u>I</u>ncome</b> .
SIPOC	To help people focus not just on the process but also who you may need to negotiate with an identify in terms of customers/users/suppliers.
Voice of the Customer	To understand what the customer/user really needs and values.
Process Map	To create a clear and shared understand of a process, via a visual representation – both of its current state and potential improved future state.
PDCA	To get people thinking about <b><u>P</u>lanning</b> before <b><u>D</u>oing</b> , then <b><u>C</u>hecking</b> that they're meeting customer/user needs and <b><u>A</u>cting</b> on any ways they can improve this.

# ...Examples of Focus tools

TOOL	WHAT WE USE IT FOR
Standard Operating Procedure	To document and communicate a agreed standard approach.
Daily Update	A regular 15-minute check-in that any team can use, to help them keep tasks on track and identify and quickly resolve any issues. Can be held on-site or online.
CPS (Creative Problem Solving)	To solve problems in a timely and collaborative fashion, yet in a structured way that begins by clearly identifying and understanding the problem.

# What can Focus currently support?

We will consider supporting improvements initiatives that both respond to COVID-19 needs and meet Focus' wider strategic commitments – *detailed overleaf*.

We provide skills transfer, coaching support, tools and methodologies. Your team owns and delivers the intervention and provides the people to do it.



# To qualify for assistance from Focus

Requests must meet 3 criteria:

THIS	Plus ANY ONE of these	Plus ALL of these (explained overleaf)
Responding to the needs of the university in light of COVID-19	Simplifying policy	Is co-owned by service deliverers and customers
	Improving processes to make them more efficient	Is cross-cutting and promotes <i>One Oxford</i>
	Developing trusted sources of data	Is achievable and improves capability
	Improving models of service delivery	Requires the specialist Focus resource to make improvements
	Developing skills in business process	

# Interpreting the qualifying criteria...

CRITERION	EXPLANATION
Is co-owned by service deliverers and customers	Clear joint ownership is a fundamental requirement of any Focus project. Where the joint appetite for change is there, Focus will challenge old ways of working and make proposals for radical change, whilst ensuring there is a strong business case to do so.
Is cross-cutting and promotes <i>One Oxford</i>	Delivery of the activity requires involvement of service deliverers and people in different parts of the University responsible for different steps e.g. central services, divisions, departments or Colleges. Everyone involved in supporting the activity will understand their own role and their team's role in delivery and how they contribute to the benefit of the organisation as a whole. The project's output will support consistency and fair access to the offering.
Is achievable and improves capability	The scope of the project is clearly defined and realistic to progress within the timeframe and the participants are able to resource and support the work, prioritise it and commit to CI learning and sustaining activities.

# ...Interpreting the qualifying criteria

CRITERION	EXPLANATION
Requires the specialist Focus resource to make improvements	Focus Practitioner resource is allocated to work on a project in support of an initiative being led by others. Whilst it is possible that from time-to-time (such as at this particularly difficult point) where there is a need for specialist expertise, an individual may be allocated to a job or a role where different behaviour is required, in these circumstances the time of these individuals would be paid for by the benefitting department/alternative funds.

# To request assistance from Focus

Please email us, outlining:

- the problem you want to solve
- your timeframe
- the level/type of input you envisage needing
- how your request meets the qualifying criteria

[focus@admin.ox.ac.uk](mailto:focus@admin.ox.ac.uk)





