

## ASET e-Bulletin

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### ASET

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### January 2019

A New Year and a New Plan for ASET begins this month with exciting news of two events .....

#### **ASET Leadership Exchange and 2019 ASET Conference**

Along with our programme of Staff Development Workshops and Regional Hub events our ASET team

and Trustees have a busy year ahead supporting you with all your Placement and Work-based learning needs. We hope to see you at an event soon, or maybe at the 2019 NUE Awards next month? Congratulations to all those shortlisted, and especially to ASET Trustee Helyn Taylor, from the team at Swansea University, shortlisted for the Best University Careers/Employability Service.

The next ASET e-Bulletin will be issued w/c 25<sup>th</sup> February– copy deadline 11<sup>th</sup> February.

**Debbie Siva-Jothy**

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### The LEAN in Higher Education movement

**by Vianna Renaud**

*ASET Trustee and Placement Development Advisor within the Faculty of Media and Communication at Bournemouth University*

I recently presented a session at the Lean in Higher Education Annual Conference in Tromso Norway. With such an international scope of delegates, compelling programme of sessions and a clear dedication to continuous improvement, I wanted to learn more about how and when this movement came to the UK and elsewhere. For this I turned first to Steve Yorkstone from Edinburgh Napier University and then to Svein Are Tjeldnes from UiT, the Arctic University of Norway, e-connecting with both to bring you this interview:

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### **I understand that you were a founding member of the UK LEAN in HE group. How did the idea come about?**

**Steve:** Back in, oh, 2013 I think, there were a small number of conferences about the application of lean in universities here in the United Kingdom. There was a group of about half a dozen of us practitioners who had attended each of them and we'd gotten to know each other. After one conference, we met in the pub, and we were discussing - as people like us are blessed (or cursed) to do - how the events could be improved. We concluded that it would be good if "someone" set up a group to enable the continuous improvement of a conference series itself, so that any conference was self-reflexive and would grow through, and with, its attendees. We called ourselves the Lean HE Hub, as like our practice, we wanted to be facilitators of the process, rather than owners of content.

We set our purpose;

*To ensure that continuous improvement philosophies within Higher Education (HE) are themselves always improving. We do this for the good of all those whom HE serves.*

And that's how the Lean HE community of practice was born.

**Svein:** the Lean story at UiT The Arctic University of Norway (UIT) started back in late 2011, as the Faculty of Health Sciences was inspired by the work done at the University Hospital of Northern Norway. After the initial work with our first processes, we felt the need to learn from other universities. At the time we were the only institution that was doing Lean in HE in Norway. As we searched for other universities to hook up with, we quickly found that there were many institutions in the UK with experience and knowledge that was very interesting to us. In 2013 we visited Cardiff University who pointed us in the direction of the Lean HE network, and we were able to participate at the conference in Cardiff in 2014. From there on we have not only been a full member, but also a driving force within the Lean in HE network.



*Svein and Vianna*

### **So after such a great start, how has it been so far?**

**Steve:** If I am honest, when we first began, I had assumed that there would be some other, more established and "grown-up" organisation doing this work and that we would be able to hand off responsibility to them... there are other excellent groups in the sector (NCCI in the USA, Planet Lean etc) but we've never found an existing group that quite fitted with our mission. And I have learned to be comfortable with that! I am constantly reassured, impressed and inspired by the cumulative experience and achievements of our community. It is simply brilliant.

As there was international interest on how to apply Lean in Higher Education (HE), we did just that, and we grew. Our community of practice now extends across three continental divisions; Europe, the Americas and Australasia. And we're inclusive of all of our delegates; our second conference was held in Waterloo (Canada), the third in Stirling (Scotland), the fourth in Sydney (Australia), and most recently in Tromsø (Norway).

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### **How about the impact you have seen from the annual conference and other related events?**

**Steve:** Our conferences have been wonderfully successful. That's down to the efforts of the conference teams in each host institution. Whilst they all reflect Lean HE practices, they have all given us something unique and special. Our local events and the conference all work together to support people working in their universities. When we sat in that pub and dreamed the Lean HE Hub up all those years ago, we'd never have imagined the reach and connectivity that our community might have.

### **Regarding the benefits of incorporating LEAN principles on campus, what have you seen?**

**Svein:** For us, the main benefits have revolved around the concept of continuous improvement and Lean tools that both individuals and teams find quite easy to incorporate. University processes can be very complex with layers upon layers of tasks combined with historical reasons. Lean thinking gives us an incentive to make both innovative and incremental changes while providing a framework to organize the great work done each day by our colleagues.

### **In looking into the future, what do you see for Lean in HE, not only in the UK but internationally within a global context?**

**Steve:** As a sector that is deeply interconnected with the world around us, there is only going to be more change ahead for HE. On the one hand, Universities are producing more amazing research than ever before, and education has a broader reach than it ever had before. Yet on the other hand, the societal challenges that we face are not diminishing.

The real question is how do we keep up, or stay ahead of these challenges? How do we continue to enable our core business of education, research and social contribution? I am aware that we need to keep looking outwards; to other industries, other organisations, perhaps most importantly to the quiet voices that aren't often heard. In this way we can continue to learn, continue to experiment, continue to discover and continue to grow. Lean thinking helps us here as it is about deeply respecting our people and always striving to become ever better.

Engaging with the world around us, and doing so globally, is so important. For many delegates at conferences, the support of their own organisations have enabled the exchange of valuable stories, powerful experience and insightful learning. This is pretty special as it is how the Lean HE community is nourished and continues to flourish.

With the intrinsic benefits of engaging and sharing our stories globally comes a responsibility to ensure that we really add value and support universities in finding solutions for social challenges. I believe in universities; I think they are a key part of our collective global future. We can help make them even better. It is a privilege to find ways to make a difference for our students, for our researchers, and for the world around us, and it is with that thought that I charge you to find one way to improve your university today....and then again tomorrow.....and every day.

Don't stop improving!

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For more information; [www.leanhe.org](http://www.leanhe.org)

Check out this video from the 2018 Conference in Norway:  
<https://bit.ly/2CSbwHi>

*Vianna*

### Put Spring into your planning .....

- **ASET Leadership Exchange**
- **ASET Conference 2019**

ASET is proud to announce that 2019 will bring you **two flagship events** to act as cornerstones of your professional development.

#### **ASET Leadership Exchange**

Firstly, on **22<sup>nd</sup> May in Leeds** we will hold our inaugural **ASET Leadership Exchange** for colleagues in strategic and operational leadership roles relating to work based and placement learning. This event is designed for Heads of Services, Department Managers and Senior Leaders to frame their planning for placement provision in the context of the current policy landscape. It is all about persuading upwards, working with University Boards and Governors, and ensuring that you are maximising your influence on your internal stakeholders. It is perfect for those managing change and leading placement services in uncertain times. This one day event will hear from policy experts, create spaces for participant led discussion, and facilitate activities to develop ideas to move forward.

Places for this new event will be limited, details for how to book your place will be available shortly.

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### ASET Conference 2019

And secondly, our **Annual Conference** will be coming to .....



University of Hertfordshire  
De Havilland Campus  
3<sup>rd</sup> – 5<sup>th</sup> September 2019

**Save the Dates**  
**May 22<sup>nd</sup> Leeds**  
**Sept 3-5<sup>th</sup> UH**

It looks to be a super event with a great range of speakers, workshops, posters and research papers. To complement our **Leadership Exchange**, conference will be focusing on

#### **Supporting Students in Times of Change**

with a return of our micro professional development sessions which were so highly rated by delegates at last year's event. Look out for the newsflash announcing the call for contributions soon.

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### 2019 ASET Bursaries



**2019 ASET Summer Project Bursary**

For small-scale projects on Work Based and Placement Learning

ASET is pleased to announce our 2019 Summer Project Bursary, inviting proposals from members to fund a current undergraduate to carry out a project examining an aspect of your institutional practice, or exploration of a new initiative with the goal of sharing the learning with the ASET community.



**2019 ASET Student Research Bursary**

For small-scale research into Work Based and Placement Learning

Applications are now sought for the [2019 ASET Bursaries](#)

The ASET Bursaries each offer **£2400** to a student to work on the project, which should be 40days/300 hours of work and **£600** to your institution.

#### The Summer Project Bursary

For a **current undergraduate** to carry out a project examining an aspect of your institutional practice, or exploration of a new initiative, with the goal of sharing with the ASET community.

#### The Student Research Bursary

For a **current student or recent graduate** to carry out a clearly defined piece of small scale research designed to grow the body of research into work-based and placement learning.

Applications must be made using the **2019 Bursary Application form** which can be downloaded from the [Awards & Bursaries](#) page on the ASET website.

These bursaries offer a great opportunity to get your students involved in your work and to have the experience of presenting their work at the ASET conference in September.

**All applications must be emailed to the ASET office by 9am, 1<sup>st</sup> March 2019.**

### Win a free 2019 ASET Conference place

This year's competition is hotting up. With just 2 months until the 31<sup>st</sup> March closing date - have you entered your photo? Remember there's a chance to win a **free place** at the 2019 ASET Conference. We're looking for shots that are **creative, cool, from far flung destinations, or every placement visit you make**. Remember to include **#ASET18** and you can send as many images as you like – just don't forget your eCoffee cup!

Tweet your entry today.

All entries to be tweeted by 31<sup>st</sup> March 2019.



**Are you ready for the #ASET18 Coffee Cup Challenge?**

**#ASET17 Winner**

Tweet @ASETOnline your pictures of your coffee cup using #ASET18 and you could win a FREE 2019 conference place for you or a colleague from your institution. Whether it is from a cool or far-flung destination, or from every placement visit you go on, send them in.

Photos must be tweeted before 31<sup>st</sup> March 2019  
ASET will select a winner, all decisions are final

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### 2019 Staff Development Workshop Programme

The Spring 2019 staff development programme is available for online booking via the ASET website., where you can also find video introductions to each session from our Learning and Development Advisor, Nicola.

[BOOK ONLINE](#)

No.	Ref.	Workshop	Date	Location
1	RADD	Risk Assessment and Due Diligence	Feb 12th	Cardiff
2	PP	Promoting Placements	Mar 5th	London
3	IWPM	Introduction to Work Placement Management	Mar 20th	Leeds
4	PI-Emp	From Placements to Employability	Mar 28th	Leeds
5	RAP	Resilience and Placements	<b>NEW</b> Apr 4th	Leeds
6	DOP	Developing Overseas Placements	May 7th	London
7	WPP	Widening Participation and Placements	May 14th	London
8	SDSP	Supporting Students with Disabilities on Placement	Jun 4th	London
9	RADD	Risk Assessment and Due Diligence	Jun 13th	London
10	PGrad	Placements for Postgraduates and PhD students	Jun 27th	Leeds
11	EE	Employer Engagement	<b>NEW</b> Jul 2nd	London

Workshop prices: **ASET members £195/non-members £395**

#### 1. Risk Assessment and Due Diligence (RADD)

Tuesday 12<sup>th</sup> February (10am-4pm) Glamorgan Building, Cardiff University

In 2010 ASET published a Good Practice Guide with advice on how to implement the new, risk based approach to Health and Safety, resulting from the release of new policy guidance from UCEA in 2009. The revised and updated edition of the ASET Good Practice Guide for Health and Safety for Student Placements was released in September 2016.

This publication is part of a series of ASET Good Practice Guides including the ASET Good Practice Guide for Work Based and Placement Learning in Higher Education (September 2013), which was designed to support practitioners in meeting the expectations of the QAA Quality Code.

Discussions across the sector have raised concerns about managing the risk assessment and due diligence processes associated with placement provision in Higher Education.

- Are you confident in your risk assessment processes before placement?
- Do you know what you should be doing in terms of due diligence?

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- Do you realise the extent of the university's legal liability for all of this?

This workshop will explain the philosophy behind the both sets of guidance, particularly focusing on establishing manageable, proportionate and appropriate risk assessment and due diligence processes for placement provision. It is aimed at university staff who work with student placements / work experience, whether new to the position or experienced, whether academic or administrative, wanting a refresher and update.

**Last day for booking on this workshop is Monday 4<sup>th</sup> February**

### **2. Promoting Placements (PP)**

**Tuesday 5<sup>th</sup> March (10am-4pm)      City, University of London**

Who do you need to promote placements to? Current students? Prospective students (and their parents)? Employers based locally, nationally or overseas? Academic colleagues? For placement practitioners, our approach to promoting placements and the range of professional services we offer, needs to be adapted to our audiences, of which there are many. Better promotion can lead to a raised profile for placements within and beyond your institution, enhanced student engagement and/or more placement opportunities being made available to your students by employers. As social media and technology evolve, we also need to think about innovative ways to market placements to these audiences.

In this workshop, our facilitators will; discuss techniques you can consider to promote placements; will encourage your participation to share your experiences and engage in active dialogue; and will facilitate networking opportunities.

**Last day for booking on this workshop – Monday 25<sup>th</sup> February**

### **3. An Introduction to Work Placement Management (IWPM)**

**Wednesday 20<sup>th</sup> March (10am-4pm)      Cloth Hall Court, Leeds Beckett University, LEEDS**

This introductory session on the broad topic of work placement management will provide guidance for the support of work placements by practitioners. Participants will be furnished with a basis from which they can develop their own plans and manage the day-to-day problems likely to be faced in their jobs. This is aimed at work placement managers, officers, administrators and academic placement tutors, particularly those with little experience, who are new to their role, about to be appointed, or those wanting a refresher course. This session is designed to introduce all the fundamental aspects of working in the field. The workshop is intended to be flexible and responsive to participants' needs and interests and therefore emphasis may vary between topics. As well as opportunities for discussion and dialogue, the workshop will also enable time to network with other delegates too.

**Last day for booking on this workshop is Monday 11th March**



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### **4. From Placements to Employability (PI-Emp)**

**Thursday 28<sup>th</sup> March (10am-4pm) Cloth Hall Court, Leeds Beckett University, LEEDS**

Perhaps you have expertise in supporting placement students but are now being asked to become involved in curriculum design and development more broadly associated with employability? Or you have experience in your subject based curriculum but are new to placements and employability? Do you know what you might do differently if you were assessing a first year undergraduate placement compared to a Masters level placement? Single interventions, like the sandwich placement, are no longer sufficient in terms of determining employment success on graduation – we must consider the whole student experience. We will contrast employability in the curriculum with employability through the curriculum i.e. how broader teaching, learning and assessment strategies throughout a programme can impact on employability. The intended outcome of the session is to enable you to use your experience and expertise from placement activities to work with your colleagues in your own institutions to appropriately embed placement and other employability related activities in the curriculum.

**Last day for booking on this workshop is Wednesday 20<sup>th</sup> March**

### **5. Resilience and Placements (RAP)**

**Thursday 4<sup>th</sup> April (10am-4pm) Cloth Hall Court, Leeds Beckett University, LEEDS**

In this practical and participatory workshop, the salient topic of resilience will be explored by our facilitators in the context of placements and work-based learning and a world where the future of work is changing. How does resilience (or a lack of it) manifest itself? What can placement practitioners do to support the building of student resilience whilst they navigate the choppy waters of recruitment and selection? What techniques can be put to use to strengthen resilience whilst students embark upon the start of their professional working lives on placement? How can we reflect upon our own capacity for resilience and how can we utilise this to inform our work in HE? Drawing upon a range of perspectives including mental health and growth mind-set theories, ideas will be shared and discussed to enable delegates to create a tool kit of suggestions and approaches to take back to their teams and institutions.

**Last day for booking on this workshop is Wednesday 27<sup>th</sup> March**

### **6. Developing Overseas Placements (DOP)**

**Tuesday 7<sup>th</sup> May (10am-4pm) Student Central, Malet Street, LONDON**

Graduate employers want students with multicultural awareness, flexibility, adaptability and who are robust enough to deal with business on a global scale. International placements enable students to develop these highly transferable employability skills yet Higher Education providers can find the development and management of these placements daunting. Topics such as insurance, health and safety and visas have the potential to detract from the positive benefits which such placements can offer the parties in these

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partnerships. Issues relating to visiting students whilst overseas on placements and managing students' expectations are prevalent too. This highly interactive one-day workshop, led by experienced placement practitioners, will guide you through these areas and many more, with examples being shared and discussed. The day will also include sound networking opportunities with other delegates and course leaders, as well as the chance to share experiences and good practice in this field.

**Last day for booking on this workshop – Monday 29<sup>th</sup> April**

### **7. Widening Participation and Placements (WPP)**

**Tuesday 14<sup>th</sup> May (10am-4pm) Student Central, Malet Street, LONDON**

Discussions surrounding widening participation and the social mobility of our students are perennially on the agenda, nationally, in the HE sector. For those of us on the ground, what can we do, practically, to increase the take up of placements by students from a range of disadvantaged backgrounds? How can we reach out to and better engage students with employability and to support the development of their social capital? Furthermore, what solutions can we share to engage employers in order to further these broad aims?

In an interactive day of participation and dialogue, our course leaders will facilitate discussions on ways to support the employability of disadvantaged students and ways to overcome challenges and barriers to participation in placements. Delegates will have the opportunity to network and to build their own tool-kit of ideas and suggestions to take back to their institutions.

**Last day for booking on this workshop – Thursday 2<sup>nd</sup> May**

### **8. Supporting Students with Disabilities on Placement (SSDP)**

**Tuesday 4<sup>th</sup> June (10am – 4pm) Student Central, Malet Street, LONDON**

The aim of this interactive workshop is to provide advice and guidance on the support of disabled students to those working in work experience, work based learning and placement roles, as well as encouraging dialogue and discussion amongst delegates. The following topics will be covered:

- An overview of the Equality Act; how does it help disabled placement students and how can you help employers interpret and understand what the Act means?
- Guidance on assisting students with disclosure in the recruitment process. Should they disclose or not? If so, how and when should they disclose?
- Case study examples to highlight placement success stories
- Further resources and support available to students and employers, and others involved in the placement

**Last day for booking on this workshop is Thursday 23<sup>rd</sup> May**

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### **9. Risk Assessment and Due Diligence (RADD)**

**Thursday 13<sup>th</sup> June (10am-4pm) City, University of London**

In 2010 ASET published a Good Practice Guide with advice on how to implement the new, risk based approach to Health and Safety, resulting from the release of new policy guidance from UCEA in 2009. The revised and updated edition of the ASET Good Practice Guide for Health and Safety for Student Placements was released in September 2016.

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Discussions across the sector have raised concerns about managing the risk assessment and due diligence processes associated with placement provision in Higher Education.

- Are you confident in your risk assessment processes before placement?
- Do you know what you should be doing in terms of due diligence?
- Do you realise the extent of the university's legal liability for all of this?

This workshop will explain the philosophy behind the both sets of guidance, particularly focusing on establishing manageable, proportionate and appropriate risk assessment and due diligence processes for placement provision. It is aimed at university staff who work with student placements / work experience, whether new to the position or experienced, whether academic or administrative, wanting a refresher and update.

**Last day for booking on this workshop is Wednesday 5<sup>th</sup> June**

### **10.Placements for Postgraduates and PhD students (PGrad)**

**Thursday 27<sup>th</sup> June (10am-4pm) Cloth Hall Court, Leeds Beckett University, LEEDS**

Placements traditionally rooted at undergraduate level, placements and internships are now more widely available than ever, becoming increasingly embedded in the employability agendas and strategies of a greater number of HE providers than ever before. This one day, interactive workshop, will look at ways to engage those audiences –postgraduates (both taught and research)and PhD students – as well as prospective employers too, and our facilitators will create opportunities for discussion, networking and sharing of good practice from delegates' institutions.

**Last day for booking on this workshop – Wednesday 19<sup>th</sup> June**

### **11. Employer Engagement**

**Tuesday 2<sup>nd</sup> July (10am-4pm) Student Central, Malet Street, LONDON**

Employers, providers, placement hosts – call them what you like, we need them. They're vital to our placement offerings and yet can pose a number of challenges for Higher Education providers and placement

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professionals. How can we reach out, successfully, to those organisations we aspire for our students to work at? What can we do to engage employers with our work based learning programmes and aims? What is feasible when building and strengthening relationships? What do employers expect from us (and, can we deliver?) This staff development workshop will focus on sharing ideas and tips for bringing about more supportive relationships with placement employers. In a participatory style, our trainers will facilitate discussions on good practice and thriving initiatives.

**Last day for booking on this workshop – Monday 24<sup>th</sup> June**

### Bespoke Workshops

We are pleased to be able to offer ASET member institutions the option for a bespoke workshop session, specifically tailored to your needs. This can be a cost effective choice for your team and we can work with you either as part of an ongoing team building programme or as a one-off refresher or introductory session.

- *Are you undergoing a department/team restructure?*
- *Have you been set a new challenge that you need support with?*
- *Would your team benefit from a refresher?*
- *Are you sure best practice is being followed across your institution?*
- *Do you need help to look at a fresh approach?*

### Costs

#### ASET member institutions

Fees for bespoke sessions are fixed at a daily rate of £100 per delegate (with a minimum fee of £1500 per day) wherever you are in the UK.

#### Non-member institutions

Fees for bespoke sessions are set at a daily rate of £200 per delegate (with a minimum fee of £3000 per day) wherever you are in the UK.

If you would like to talk about ideas for a **bespoke workshop**, contact Debbie at the ASET Office [aset@asetonline.org](mailto:aset@asetonline.org).

## 2019 ASET Membership

Renewal details for your 2019 ASET Membership have now been issued to our key contact at your institution. As you know ASET membership is at institutional level and covers ALL members of staff for the calendar year. If you have colleagues who would like to be on our mailing list and receive these regular updates on news from the world of placements, they can sign up and become part of our community by clicking on the button below:

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**Yes please, count me in  
I'd like to join the ASET Community**

Or send a simple email with subject line as **JOIN** to [ASET-Count-Me-In@asetonline.org](mailto:ASET-Count-Me-In@asetonline.org)

If you would like to know who the key ASET contact at your institution is, please get touch.

### **ASET Good Practice Guides**

Do you need to replenish your stocks?

ASET Good Practice Guides and the Toolkits to accompany the ASET Good Practice Guide for Work based and Placement Learning in Higher Education and ASET Good Practice Guide for Supporting Students with Disabilities on Placement are available for download from the [ASET website](#) , and to order in hardcopy (£3 per copy) from the ASET office using the [Publications Order form](#).

### **And Finally**

The next ASET members' e-Bulletin will be issued w/c 25<sup>th</sup> February. Please forward your news/copy to [aset@asetonline.org](mailto:aset@asetonline.org) by Monday 11<sup>th</sup> February.

**Debbie Siva-Jothy** [aset@asetonline.org](mailto:aset@asetonline.org) [www.asetonline.org](http://www.asetonline.org)