Transformation through Communities of Practice

Framework overview
A community of practice

A “group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly”.

Wenger-Trayner (2015)
An optimised community of practice

Activities

Colleagues

Shared resources

Optimised community

1. Knowledge sharing

2. Practice development

3. Career pathways
Path to optimised knowledge sharing

**People**
- Members know what each other does and understand different ways of working
- Specialist knowledge within the community is navigable and accessible
- Specialist knowledge is navigable and accessible to the rest of UCL

**Practices**
- Good practices from within the community are shared within the community
- Good practices from outside the community are shared within the community
- Good practices from within the community are shared outside of the community

**Platform**
- Intranet pages exist to support community activity
- Learning from projects is shared and new resources made available on the Intranet
- Internet pages share knowledge and developments from within the community
Path to optimised practice development

**Processes**
- Core processes are mapped and visible
- There is an embedded approach to core process review and improvement
- There is an embedded process for innovation and continuous improvement

**Challenges**
- Opportunities for practice development and professionalisation are identified and prioritised
- Solutions and improvements are addressed by informal project teams
- There is a proactive approach to solving problems within the community

**Users**
- Engagement with ‘service users’ is regular and feedback is reported to the community
- There is a clear approach to engaging regularly with ‘service users’ and incorporating their feedback
- Service level agreements are in place
Path to optimised career pathways

**Roles**
- Different roles within the community are identified
- Roles are clustered into job families
- There are transparent progression paths within and between job families

**Training**
- Members are aware of training and development opportunities
- Core skills for job families are identified and mapped to training
- Career development pathways are aligned to a skills and development framework

**Recruitment**
- Job opportunities are actively shared within the community
- Opportunities to synchronise recruitment practices are identified
- Recruitment practices are synchronised with community developments
Leadership model

Leadership

A partnership between different parts of UCL, role modelling collaboration

Facilitate

- Community activity

Empower

- Community members to address challenges

Champion

- Community and its members

Sponsorship

A partnership between SMT and community leaders

Support

- Community leaders

Empower

- Community leaders

Champion

- Community and its members
Phased approach

1. Focus
(Re)establish a case for the existence of the community and a sense of affiliation to a practice area

2. Vision
Identify what unites the community and its members and develop a shared vision for what success looks like

3. Action
Translate vision into actions and be practical in prioritising what needs to and can be done

Collaboration