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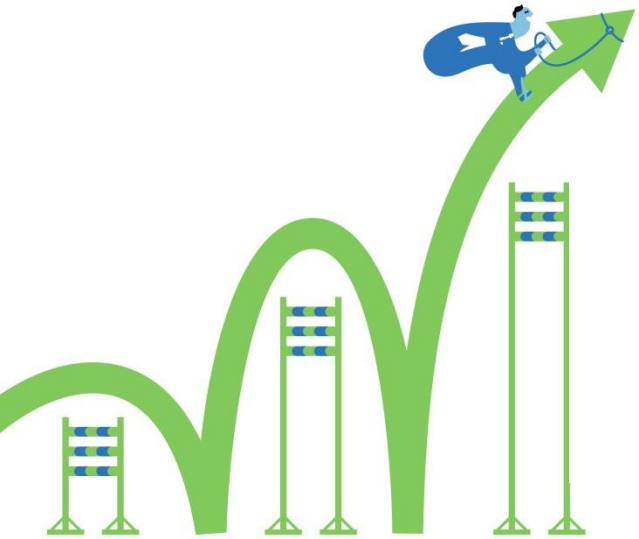

Automation in development centres: A case study from the publishing industry

Presented by

Katy Welsh
C Psychol.
Senior Consultant at **a&dc**

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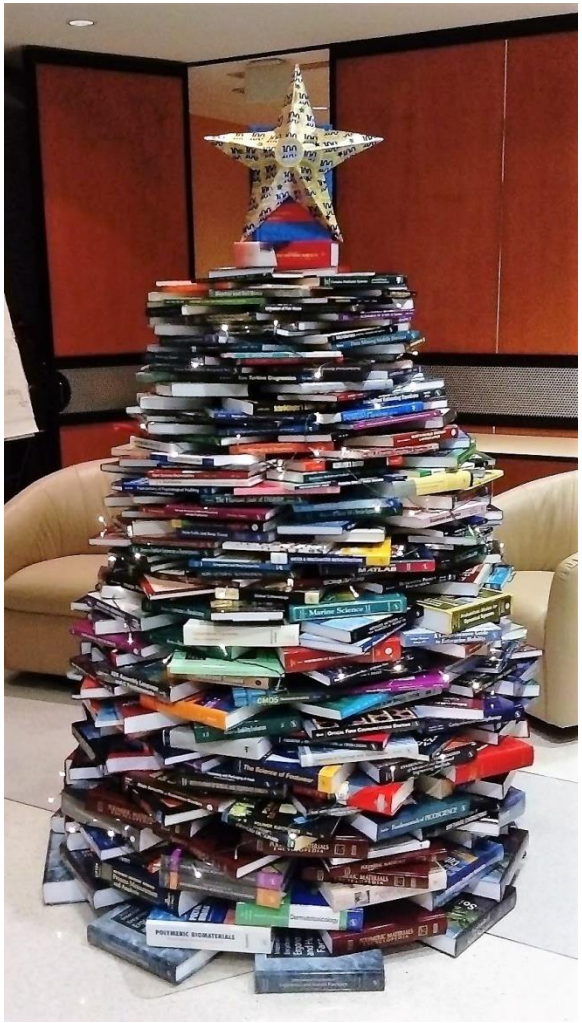
Assessment and
Development Consultants

Taylor and Francis

- One of the world's leading publishers of academic journals, books and reference works.
- T&F publish in all areas of the Humanities, Social Sciences, Behavioural Sciences, Technology and Medicine sectors.
- Books for all levels of academic study and professional development, across a wide range of subjects and disciplines.
- T&F also publishes quality peer-reviewed journals under the Routledge and Taylor & Francis imprints.



Why Development Centres

- T&F rolled out an initiative to support individual's career development
- A&dc offered a development centre approach
- Pilot project was developed
- Voluntary DCs
  - 3 Locations
  - 2 countries
  - 2 levels

The Approach

- Half-day development centres
- Participants required timely feedback to begin development planning
- e-Valuate platform recommended
- 50% reduction in time required to score exercise and write feedback report
- Greener and more secure
- Consistency

e-Valuate

- The e-Valuate software is an online tool that not only can be used to automate scoring and feedback, but can be used store documents, making the AC/DC paperless.

- Feedback text generated for each score on each behavioural indicator.

- This can be added to, e.g. with direct quotes, and amended by the Assessors.

e-Valuate

- Centre manager can log in to the system to review scores and feedback text as it is completed.
- The centre matrix is populated in real time as scoring is completed.
- This saves significant time at wash up stage as the Centre Manager can access all of the Assessors individual scores and share these on screen.

e-VALUATE®

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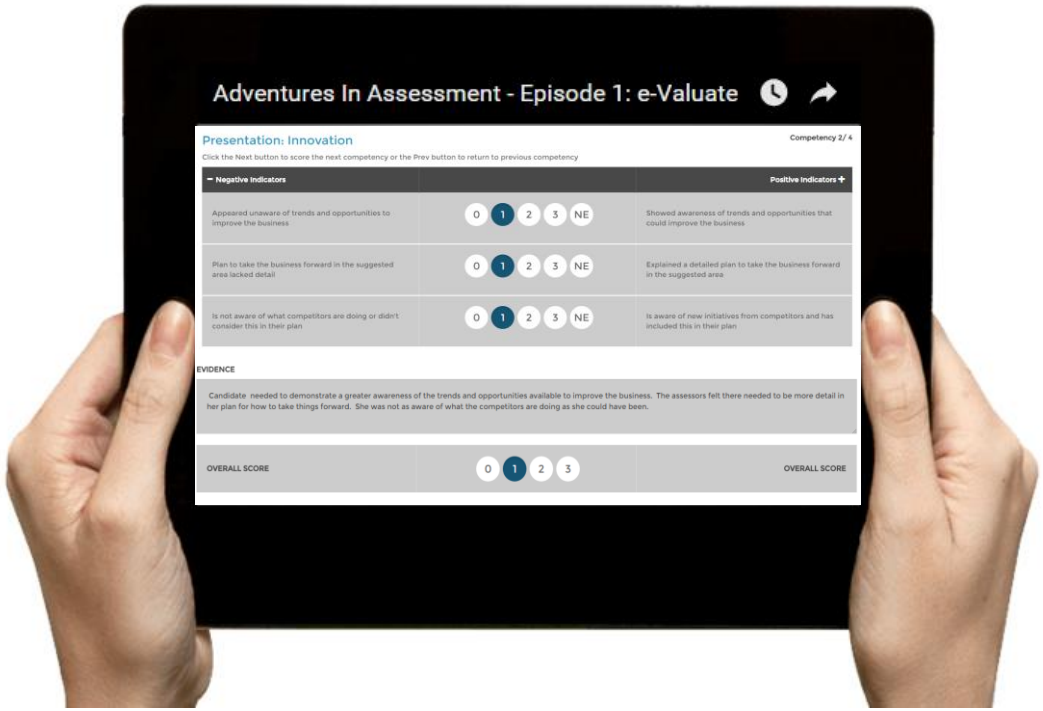
Assessment and Development Consultants

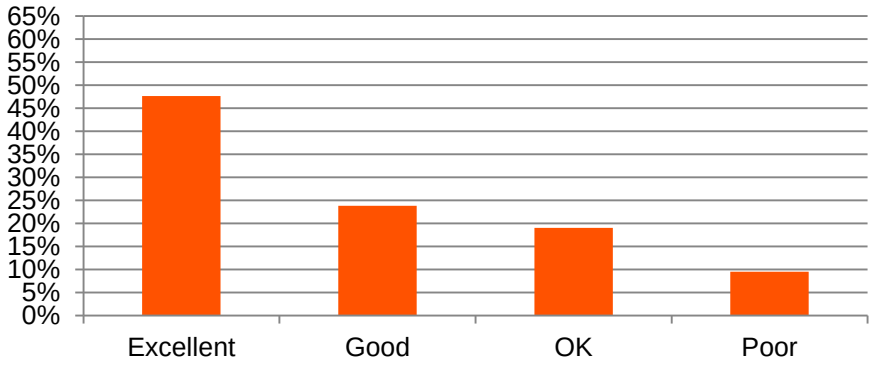


Results

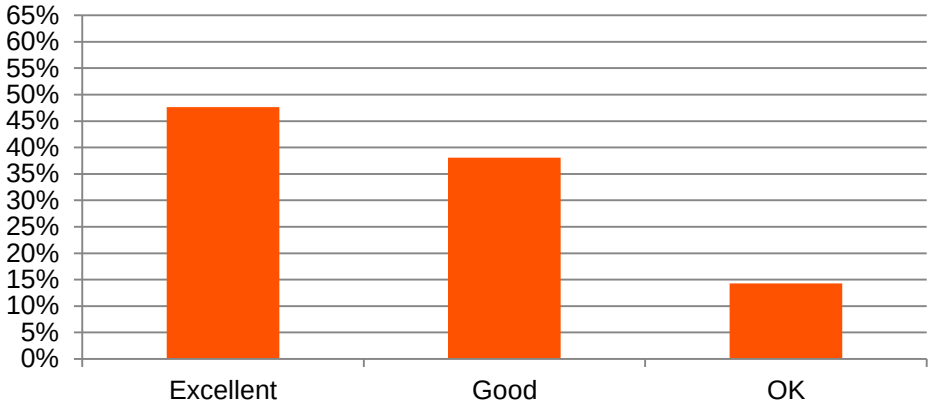
- An in-depth evaluation survey was sent out to all 31 development centre participants.
- There was a high responses rate, with over a third of participants completing the feedback surveys.
- Participants were asked to evaluate all aspects of the development centre, including:
  - Communications
  - Logisitcs
  - Staff
  - Exercises
  - Feedback
  - Personal Development

Feedback - Results

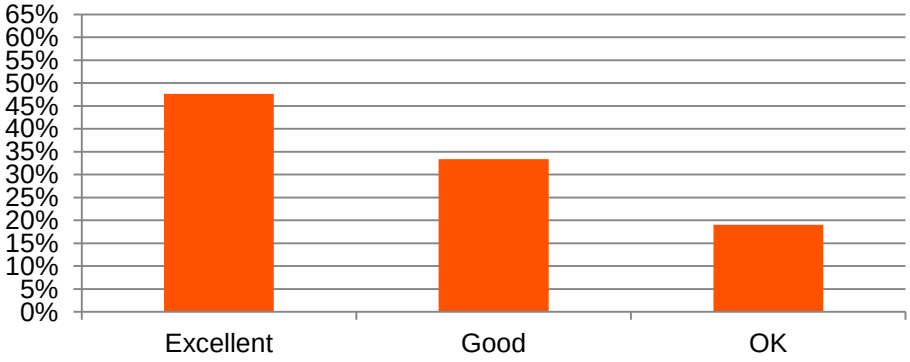
The accuracy of the feedback you were given (N=21)



The fairness and objectivity of the feedback you were given (N=21)



The quality of the written feedback report (N=21)



Results

What aspect of the Development Centre added the most value, and why?

- Almost 60% highlighted the feedback session.
- Feedback sessions were generally held the day after the development centres.

Conclusions

- The results regarding the accuracy, fairness and objectivity of the feedback suggests that autogenerated text does have a place in development reports.

- This was a pilot project, where time and therefore cost saving is likely to be increased as participant numbers increase.

- While there is initial time investment in creating the feedback text, this is greatly outweighed by the time saving during the evaluation stage.

Conclusions

- Consistency of reports needs to be balanced with ‘human’ element.

- This case study demonstrates how technology can be included in to what is a fairly conventional development centre process and can be used to better meet the standards of best practice.

- In particular, the inclusion of the e-valuate software has led to improved security of data, timeliness of feedback and consistency and accuracy of reports

Questions and Discussion

- Thanks for listening.
- Any questions, comments or reflections on this automated approach to generating feedback?