

# Rapid Improvement Workshop 16<sup>th</sup> January 2009

## Monitoring Student Attendance



## What's the Process?

- ▣ Systematic monitoring of student attendance at teaching sessions
  - ▣ Pastoral care
  - ▣ Immigration requirements
- ▣ Currently only operated formally by the Undergraduate Programme for first year modules

## Volume Data

	No. of Modules	No. of Sessions	No. of Student Attendances	% Complete Records
2007/08	12	1,254	28,619	47%
2008/09	12	1,344	28,280	36% so far
2009/10	61	3,959	77,506	?

## Time Data

- ▣ Seminar tutors spend varying amounts of time logging attendance
- ▣ UG support staff spend 2 person days per week chasing up attendance records

**Undergraduate Student Seminar Absence Data for Autumn Term 2008-2009**

	<b>IB1120</b>	<b>IB1130</b>	<b>IB1140</b>	<b>IB1160</b>	<b>IB1170</b>	<b>IB1180</b>	<b>IB1190</b>	<b>IB1200</b>	<b>IB1210</b>	<b>IB1220</b>	<b>IB1230</b>	<b>IB1240</b>	<b>Total</b>
Number of Teaching Sessions Logged	64	138	80	72	112	96	96	60	192	162	112	160	1344
Number of Student Attendances	1512	2556	1732	1710	2384	2040	2024	2142	3264	3348	2136	3432	28280
Number of Teaching Sessions for which student recorded as present	774				1061	1244			2796		1273	2910	10058
Number of absences recorded	6				5	11			139		13	10	184
Number of absences with reason	5				9	8			22		12	17	73
Number of Unexcused Absences / Missing Data (b-c-d)	732				1318	785			329		850	512	4526
% of Unexcused Absences (f*100/b)	48.41				55.29	38.48			10.08		39.79	14.92	16.00
% of Unexplained Absences ((b-c-e)*100/b)	48.48				55.12	38.63			13.66		39.84	14.71	64.18
% of Complete Records (Present or Explained Absence) ((c+e)*100/b)	51.52	0.00	0.00	0.00	44.88	61.37	0.00	0.00	86.34	0.00	60.16	85.29	35.82

**Undergraduate Student Seminar Absence Data for 2007-2008**

	<b>IB1120</b>	<b>IB1130</b>	<b>IB1140</b>	<b>IB1160</b>	<b>IB1170</b>	<b>IB1180</b>	<b>IB1190</b>	<b>IB1200</b>	<b>IB1210</b>	<b>IB1220</b>	<b>IB1230</b>	<b>IB1240</b>	<b>Total</b>
Number of Teaching Sessions Logged	64	120	64	72	104	80	99	81	160	162	104	144	1254
Number of Student Attendances	1488	2367	1800	1764	2296	1944	2088	2241	3488	3663	2048	3432	28619
Number of Teaching Sessions for which student recorded as present	711	0	1464	985	1938	571	239	0	2784	2228	1264	1216	13400
Number of absences recorded	2	0	0	8	19	2	1	0	21	38	20	7	118
Number of absences with reason	4	0	0	9	15	5	3	0	21	38	22	7	124
Number of Unexcused Absences / Missing Data	775	0	336	771	339	1371	1848	0	683	1397	764	2209	10493
% of Unexcused Absences (f*100/b)	52.08	100.00	18.67	43.71	14.76	70.52	88.51	100.00	19.58	38.14	37.30	64.36	36.66
% of Unexplained Absences ((b-c-e)*100/b)	51.95	100.00	18.67	43.65	14.94	70.37	88.41	100.00	19.58	38.14	37.21	64.36	52.74
% of Complete Records (Present or Explained Absence) ((c+e)*100/b)	48.05	0.00	81.33	56.35	85.06	29.63	11.59	0.00	80.42	61.86	62.79	35.64	47.26

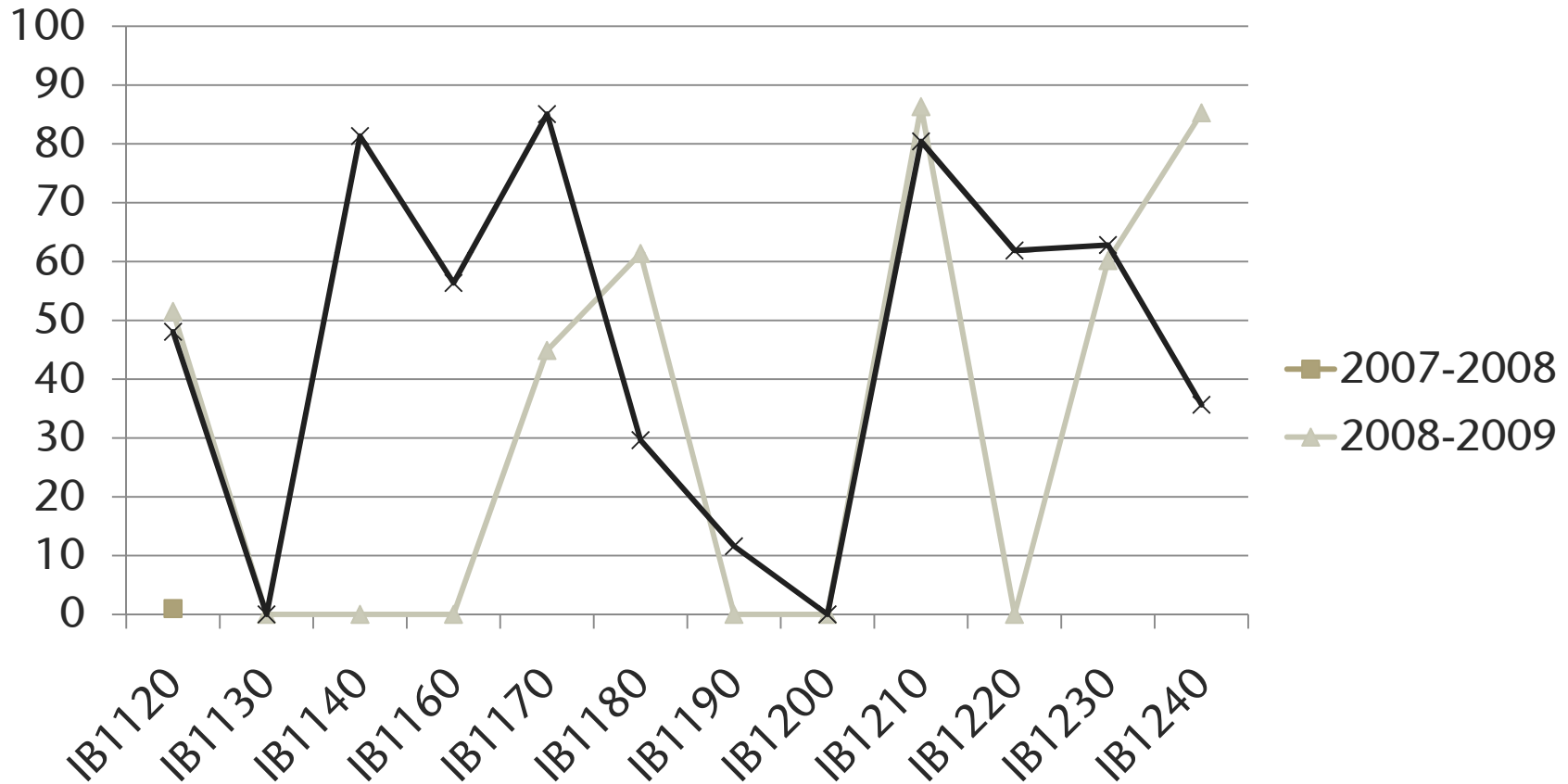
Total Number of Student Attendance Records Required in Future Years

77506 (174% increase on current year)

Estimated time spent on current recording activities:

2 person days per week of UG Office staff time, plus seminar tutors' time

# Attendance Logging - % completed



## UK Border Agency (UKBA) Requirements

- Notify UKBA within 10 working days after end of prescribed enrolment period of any students who fail to enrol
- Notify UKBA where student has missed 10 expected contacts (eg tutorials, submission of coursework etc)
- Establish a suitable procedure to make sure that a designated person is informed of any reportable circumstances

# Current Problems

- Time-consuming
- Inaccurate
- Received too late
- Not scaleable to higher volume

## Our Targets

- ❏ Obtain accurate record of attendance within 48 hours of teaching session
- ❏ Obtain complete record of extenuating circumstances within 2 weeks of teaching session
- ❏ Reduce time spent by teaching and support staff
- ❏ Know where our students are, both for Home Office and for pastoral care



## Scope of Process

Supplier	Input	Process	Output	Customer
Student	Rules	List generated	Verified and complete record of student attendance (needs to be accurate, evidence-based, non-contestable, easy to review)	Programme teams (WBS & other depts) including academic director
Lecturer	Student in session	Provided to teaching session leader		
Programme Team Legal Compliance Officer	List of expected attenders (from MIS/my.wbs)	Record attendance	Aggregate and per-student reports	Seminar tutors/lecturers
ISSU	Absences previously notified by students and personal tutors	Return data to admin team		
Personal Tutors		Investigate absences and fill gaps		
Academic Office	Legal requirements	Aggregate data		Academic Office
UK Border Agency	Student signature	Report		UK Border Agency
				Exam Boards NIEs SSLC

## Identification of Needs

### Need

### Drivers

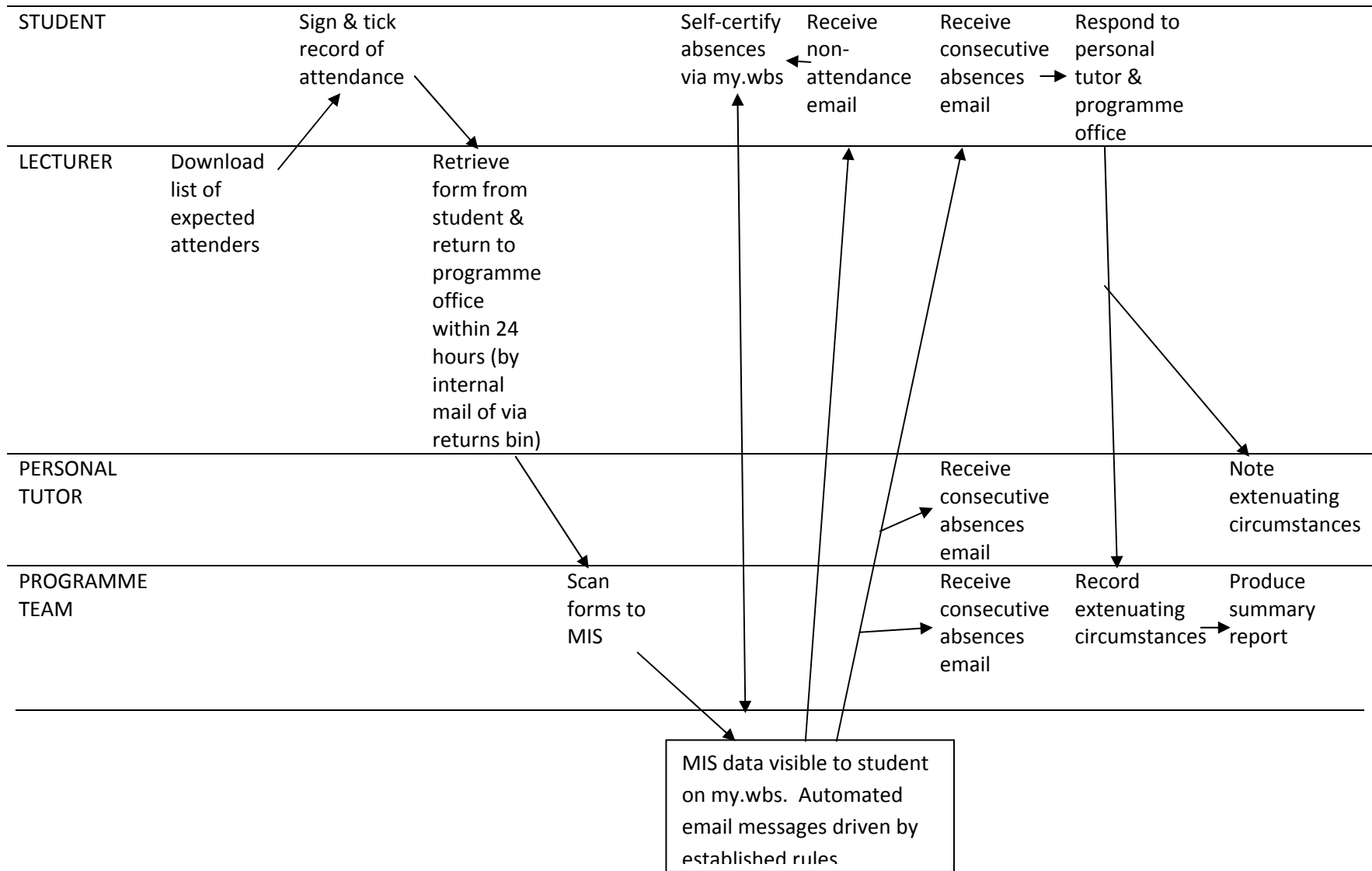
### Measures

<u>Need</u>	<u>Drivers</u>	<u>Measures</u>	
Data	Accuracy	complete, verified data	
	Quality	Efficient (KISS)	adoption rate, SSLC ratings (1-5)
		Non-disruptive	module feedback
	Time	Recording time	48 hours/in situ
		Processing time	
		Production/generation time	2 week turnaround

## Wastes Identified in Current Process

Waiting time	Receipt of list in programme office Responses to emails
Transport	Paper trail
Component design	Should be user-friendly – paper vs technology?
Inventory	Academic 'bottleneck' of unreturned attendance sheets and data unrecorded on my.wbs
Over-production	Currently record all attendances but chase after two consecutive sessions are missed
Motion	Time taken to record attendances during teaching sessions
Defective goods	Incomplete/missing data

## The 'To-Be' Process



Rapid Improvement Workshop  
16 January 2009  
**Monitoring Student Attendance at Teaching Sessions  
Implementation Plan**

ID	Item/What	Next steps	Owner	Timeline
1	Capture “to be” process		TG	16Jan09
2	System specification	Submit project proposal to PROD	TG	February PROD meeting
3	Developer activities	Form design & build Automated emails Reporting tools and interface	SH/ME	Post-PROD approval
4	Data storage	Consider how copies of forms can be stored and retrieved electronically	GS	Post-PROD approval
5	Establish “rules”	Deciding what is a legitimate (authorized) absence and what is not When to chase (at what point) Follow-ups on self-certification	UG Team	By end Feb 09
6	Pilot system	Term 3	UG Team	
7	Guidance notes for tutors & Programme Teams	Convey compliance issue to all teaching staff and outlining new methods. Produce user guidance (simple!!!)	TG	
8	Project Review	How to record “customer satisfaction” – through adoption rate, non-disruption to sessions etc. (pilot)	UG	

## **Rapid Improvement Workshop on Student Attendance at Teaching Sessions**

16 January 2009  
Warwick Business School  
Scarman Road  
**Room: B2.27**

Improvement Champion: Trixie Gadd (Simon Harper)  
Facilitator: Catherine Gordon (Jules Cross)

### **Participants:**

Trixie Gadd  
Kate Parkinson  
Graeme Shaw  
Jez Todd  
Simon Harper

Michael Eardley  
Cathy Keay  
Jiao Liu  
Nick Wake

### **Participants' Schedule**

<b>Time</b>	<b>Activity</b>
08:45	<a href="#">Arrival &amp; Coffee</a>
09:00	<u>Opening Activity</u>
	<u>Introductions and Objectives for the day</u>
09:45	<u>Scope Process &amp; Identifying the needs of every customer group</u>
	<ul style="list-style-type: none"> <li>• <b>SIPOC</b> (Scoping the process)</li> <li>• <b>CTS Tree</b> (Identifying the needs of every customer group)</li> </ul>
10:30	<a href="#">Coffee</a>
10:45	<b><u>Process-Mapping the “as is” Process</u></b>
11:45	<b><u>7 Wastes</u></b>
12:30	<a href="#">Lunch</a>
13:15	<b><u>The “to be” process</u></b>
14:15	<b><u>Implementation Plan</u></b>
14:45	<u>Plenary Session</u>
15:00	<u>Close</u>

## Extract from UK Border Agency guidance notes

[\(http://www.ukba.homeoffice.gov.uk/employers/points/sponsoringmigrants/HRandcompliance/howrateHR/area4/\)](http://www.ukba.homeoffice.gov.uk/employers/points/sponsoringmigrants/HRandcompliance/howrateHR/area4/)

**Note:** Tier 4 is the student category – relevant text is underlined.

### What you must do

You must report the following information or events to us, within any time limit specified:

- if a sponsored migrant does not turn up for their first day of work, or does not enrol on their course at the expected time. The report must be provided within 10 working days and must include any reason given by the migrant for the non-attendance or non-enrolment (for example a missed flight). For tier 4 migrants we expect to be notified of any students who fail to enrol no later than 10 working days after then end of their prescribed enrolment period;
- if a migrant is absent from work or study for more than 10 working days, without your reasonably granted permission. The report must be provided within 10 working days of the 10th day of absence. For tier 4 migrants we expect to be notified where a student has missed 10 expected contacts. For students in schools, further educational and language colleges which will normally be where the student has missed 2 weeks of a course. In the higher education sector, where daily registers are not kept, we will accept this reporting where the student has missed expected interactions (for example, tutorials, submission of coursework etc);
- if a migrant stops their studies or if the migrant's contract of employment or registration is terminated (including where the migrant resigns or is dismissed). This report must be provided within 10 working days of the event in question, and should include the name and address of any new employer or institution that the migrant has joined, if you know it. For tier 4 migrants where a student ceases to attend an institution either because the institution has withdrawn them from the course or because the student has told them they are leaving. We will expect the institution to notify us within 10 working days of this being confirmed. In addition, if a student defers their studies after their arrival in the United Kingdom the sponsor will need to advise us of the deferral and advise the student to leave the United Kingdom;
- if you stop sponsoring the migrant for any other reason (for example if the migrant moves into an immigration category that does not need a sponsor), the report must be provided within 10 working days;
- if there are any significant changes in the migrant's circumstances, for example a change of job or salary (but not job title or annual pay rise) or if the length of a course of study shortens;
- any suspicions you may have that a migrant is breaching the conditions of their leave (permission to be in the United Kingdom), the report must be provided within 10 working days;
- if there are any significant changes in your circumstances, for example if you stop trading or become insolvent, substantially change the nature of your business, merge your

company with another company, or are taken over, the report must be provided within 28 working days; and

- details of any third party or intermediary, whether in the United Kingdom or abroad, that has assisted you in the recruitment of migrant employees or students.

We will use information about migrants' non-attendance, non-compliance or disappearance to decide on enforcement action against you.

[back to top](#)

## Checklist

To comply with your sponsorship duties, you should:

- make sure that migrants are monitored sufficiently, for example with regular contact if the migrant works at client sites or from home; and
- establish a suitable procedure to make sure that a designated person(s) is informed of any circumstances which should be reported to us, and then does so.

[back to top](#)

## Ratings

**You will get a rating of 1 if you have procedures in place to:**

- monitor your sponsored migrants sufficiently enough to ensure that any of the circumstances listed in the sponsorship duties will come to your attention within a suitable period of time; and
- to enable you to report any of these circumstance to us within any time period we specify in the [sponsorship duties](#).

For example:

- All employees use a card to electronically record their arrival and departure at the beginning and end of each day and the HR team receives regular reports on who has reported for work. The reasons for any unauthorised absences are checked with the relevant line manager and/or the employee in question. There is a designated member of staff within the HR team who is responsible for ensuring that we are informed of any circumstances specified in the [sponsorship duties](#).
- The sponsor has a formal procedure in place that the employee's line manager will notify HR when one of their staff is absent from work. The HR team monitors attendance on a regular basis and will contact the employee if the absence is unauthorised. There is a designated member of staff within the HR team who is responsible for ensuring that we are informed of any circumstances specified in the [sponsorship duties](#).
- Each faculty of a university records when their students enrol, attend tutorials and examinations and submit coursework. The faculties are then required to submit a weekly



report on any students who have failed to enrol, missed 10 expected contacts or have been withdrawn from the course to a designated person who is responsible for ensuring we are informed within 10 working days.

**You will get a rating of 2 if you have procedures in place to:**

- Monitor your sponsored migrants sufficiently enough to ensure that any of the circumstances listed in the sponsorship duties will come to your attention; but
- there are minor problems with the monitoring of sponsored migrants or the procedure for notifying us of any of these circumstances, and these problems could potentially result in us not being notified within any time period we specify in the [sponsorship duties](#).

For example:

- Branch managers in a large organisation manage recruitment and attendance locally and send a fortnightly report to the central HR team. The sponsor's designated responsible person(s) are based within the central HR team, which may result in some unauthorised absences not being reported to us within 10 working days.
- A sponsor's migrants are monitored enough to ensure that any of the circumstances listed in the sponsorship duties will come to the sponsor's attention within a suitable period of time. However, it is not clear which member of staff is responsible for notifying us, which could result in delays.
- Each faculty of a university records when their students enrol, attend tutorials and examinations and submit coursework but there is no clear procedure for how this information is passed on to a designated person who is responsible for ensuring we are informed. This may result in us not being informed within 10 working days.

**You will get a rating of 3 if you do not have procedures in place to:**

- monitor your sponsored migrants sufficiently enough and/or the procedure in place to notify us of any of the circumstances listed in the [sponsorship duties](#) is not suitable. This could frequently result in us not being notified within any time period we specify in the sponsorship duties and/or could potentially result in us not being notified at all.

For example:

- A medium/large employer or an educational establishment has no procedure in place to monitor the attendance of their employees or students.

## **Economics Department Procedures**

Economics allocate and monitor seminar attendance via my.economics. It is done for students in all years. Tutors are responsible for completing attendance lists. The system automatically generates an e-mail to students who do not attend; the e-mails get sterner with more absences. For known absences/changes to seminar groups for one week, students have to notify the Undergraduate office who can alter the system to prevent the automated e-mail from being sent out. There is a problem with tutors not completing the records in a timely way (and therefore whole classes being e-mailed about absences) but they haven't found it to be an enormous problem. They run training sessions for tutors at the start of the year. One thing they are concerned about is the implications for some third year modules which have lectures only, for which they do not monitor attendance. They are as in the dark as we are in terms of what the University might require of us!

## **Extract from Economics Department's Tutors Handbook**

### **Attendance**

The Department requires that accurate attendance records are kept by all tutors on all modules. At each class you take, you must take an attendance register and you should record this using my.economics by the end of the relevant week at the latest. Please note that students should not migrate between tutorial groups; if you know of a student attending a class other than his/her designated class, you should inform the Undergraduate Office. Accurate and timely attendance records are CRUCIAL because absence is monitored and acted on by the Undergraduate Office and by the Director of Undergraduate Studies. Once a student has missed either four classes in any one module or ten classes across the total number of modules, (s)he student will be required to produce additional assessed work for the module, under University Regulation 13.1.

Under Regulation 13.1, the Head of Department can recommend the withdrawal of the student's registration. This is not an empty threat: the University does periodically withdraw registration on grounds of absence – there was one such case in the Department in 2005-06.

## **Law School Procedures**

Tutors are issued with seminar lists to tick off for each of their sessions. If a student misses 2 sessions the tutor informs the reception staff, who send a letter to the students. Students get 2 warning letters before being given extra work. This is done for students in all years.

## **Extract from Law School's New Students' Handbook**

### **Attendance**

Attendance at small and large classes is a course requirement. If you cannot attend a particular seminar group, let the seminar teacher know in advance, especially as you can probably attend a different group at a different time or day which will be discussing the same topic. If you have not been able to warn about your absence in advance, then you should let the module teacher know why afterwards.

### **The Big Stick**

Your attendance at each small group class in each module will be noted in a register; and each small group teacher will be filling in a form about your participation in these classes, which will be in your student file and hence available when the time comes to assess your performance as a whole. If you are borderline in any way, whether you regularly came to class and took part may have an impact on decisions made about your progress. If you miss classes often, do not be surprised if a member of staff tracks you down and asks you why; you may then be required to produce additional work, and as an ultimate sanction there is a University procedure for terminating your registration if you fail to do the work the Law School expects of you. A central part of this work is your active involvement in classes, together with written work. (See Regulation 13 published as part of the University Calendar on the University website).

# PROCESS REVIEW AND OPERATIONAL DEVELOPMENT

## Project Proposal

**Project Title:** System to Record Student Attendance at Teaching Sessions

**Project Sponsor:** Trixie Gadd

**Business Case:**

On 16<sup>th</sup> January we held a one-day rapid improvement workshop to establish a process of obtaining and recording student attendance at teaching sessions. The key driver for this was forthcoming immigration legislation which will require us to report to the UK Border Agency on overseas student attendance, and we are also concerned about our duty of pastoral care for students, to ensure that absences are monitored and investigated.

The new legislation will affect full-time courses, and the workshop was therefore represented by key staff from the Undergraduate Programme, Specialist Masters, Full-time MBA and MIM.

The Undergraduate Programme currently monitors only first year seminar attendance on twelve modules, involving 1,344 discrete seminar sessions and 28,280 student attendance records. This will be extended in 2009-10 to 61 modules, having 3,959 seminar sessions and 77,506 attendance records. The current monitoring system achieves only 47% complete records and consumes two person days per week of Undergraduate Office staff time, in addition to the time of seminar tutors. We therefore clearly needed to devise a process which would improve timeliness and accuracy of recording, reduce staff time consumed, and be scaleable to much larger numbers.

This project will save the appointment of an additional 0.5 Programme Coordinator, and will reduce the time of seminar tutors who are currently logging attendance via my.wbs (approximately 15 minutes per session = almost 1000 hours of academic time). Students will be able (and required) to log their own extenuating circumstances, and will receive guidance and chase-up notes on any required accompanying documentation, so data for examination boards will be more readily available, potentially saving 2 days of the Senior Tutor's time and additional programme management time in May/June.

We must have a system in place to be able to report accurately to the UK Border Agency by the beginning of the academic year 2009-10, so we need to trial the first stage of the process during the Summer Term of 2008-09. Our current system will not enable us to meet these legal requirements.

**Project Specification:**

The action plan arising from the rapid improvement workshop is attached. The only element of this for which we require ISSU development time is Item 3.

The required outputs of this project are:

1. A scannable teaching session attendance form to record student attendance and signatures, and an interface with the MIS to accept scanned data.
2. A system of automated emails to chase non-attenders according to rules specified by each participating Programme.
3. MIS reporting tools and an interface to allow review of student attendance.

The project will be piloted on a number of one-off teaching sessions during Term 3 of 2008-09, and SSLC and seminar tutor feedback will be elicited.

The project manager will handle the necessary staff training and guidance.

**ISSU Section:**

<b>TECHNICAL /PROCESS COMPLEXITY TO BE COMPLETED BY ISSU</b>			
Contributors	1	More than five contributors	
	2	One to five contributors	X
	3	Single contributor	
Hardware/Software	1	Complete new hardware and software infrastructure	
	2	Additional hardware/software required	X
	3	No new hardware/software required	
Development Expertise	1	No in-house knowledge; completely new skill-set	
	2	Additional expertise/training required	
	3	No new expertise required	X
Development Time	1	Greater than six months	
	2	Less than six months	
	3	Less than one month	X

**Sponsor Undertaking:**

In submitting this proposal to PROD I agree to spend time developing the specification of the project if necessary, and further agree to test any product developed by ISSU as a result of this specification. I understand that if I, or my nominee, is unable to commence testing within two weeks of release of development by ISSU, the project will be closed, and a new request will need to be submitted to PROD.

Signed: \_\_\_\_\_

**PROJECT COMPLETION**

I confirm that this project is completed to spec, and can be removed from the PROD priority list:

SPONSOR SIGNATURE: \_\_\_\_\_

ISSU SIGNATURE: \_\_\_\_\_

**THIS SECTION FOR PROD USE ONLY:**

Date of meeting: \_\_\_\_\_

Prioritised? Yes/No

Date of Completion: \_\_\_\_\_