

ACCREDIBLE CREDENTIAL FRAMEWORK

DESIGN CREDENTIAL OPERATING MODEL

ACTIVITY 04

DESCRIPTION: REVIEWING THE EXISTING WAY CREDENTIALS ARE USED, IDENTIFYING CHANGES REQUIRED AND DESIGNING THE REQUIRED CHANGES

INPUTS: BUSINESS CASE FOR CHANGE

OUTPUTS: CREDENTIAL OPERATING MODEL, GAP ANALYSIS

DESIGN CREDENTIAL OPERATING MODEL

A change, such as the introduction of digital credentials, impacts many areas of an organization. In many cases, especially for large and complex organizations, specific attention is required to ensure that the change is implemented in an appropriate manner. Holding a Credential Operating Model workshop is one way of achieving this.

Introduction

In general, Digital Credential Programs are a change to the way an organization recognizes achievements. They may already issue paper credentials and want to digitize them, or have seen the opportunities that digital credentials offer and want to introduce them—or a combination of the two.

Credentials are usually an adjunct to their existing ways of working and their introduction may be straightforward. However in large, complex organizations, a more in-depth approach may be required.

In organization design, the term “Target Operating Model (TOM)” is often used. In this activity we refer to the Credential Operating Model, which refers to the target model to be implemented.

HOW TO DEVELOP A CREDENTIAL OPERATING MODEL

One way of developing a Credential Operating Model is to hold a workshop where a shared organizational model is developed, credential journeys are walked through, and the resulting model tested to get reassurance that the program goals are being met.

Preparing for the Workshop

One of the keys to a successful workshop is thorough preparation, especially when topics such as the operating model, scope expansion, or clarification is a concern.

Remember the objective is NOT to reorganize the whole organization but rather to ensure that credentials can be governed, managed, issued, and administered efficiently. The workshop is also useful for achieving alignment with how the organization operates the credential program on a day-to-day basis.

The following inputs are required:

- **Business Case for Change:** Summary of the business objectives and the supporting rationale
- **Operating Model:** Most organizations have a summary operating model showing the relationship between the various units within the organization or one can be created (Ideally use an existing model that people will recognise and understand).
- **Scope:** In the workshop, the participants map end-end credential “journeys.” Before the workshop, agreement is needed as to (1) where such journeys start and finish, and (2) what journeys are in and out of scope for the workshop.

The participants should include representatives from one or two* of the business areas participating in the credential program, and subject matter experts from relevant functions such as Learning, Marketing, Customer Experience, Finance, and IT.

**It's not necessary to have participants from all areas issuing credentials as a follow up activity as it is to test the model with a wide range of stakeholders.*

Holding an Operating Model Workshop

The purpose of the workshop is:

- Understand how credentials are currently governed, managed, and issued within the organization, including roles and responsibilities.
- Develop a shared understanding of how digital credentials could be best operationalized within the organization.
- Test the model, identify KPIs, dependencies, risks, etc.

HOW TO DEVELOP A CREDENTIAL OPERATING MODEL

Format of the Workshop

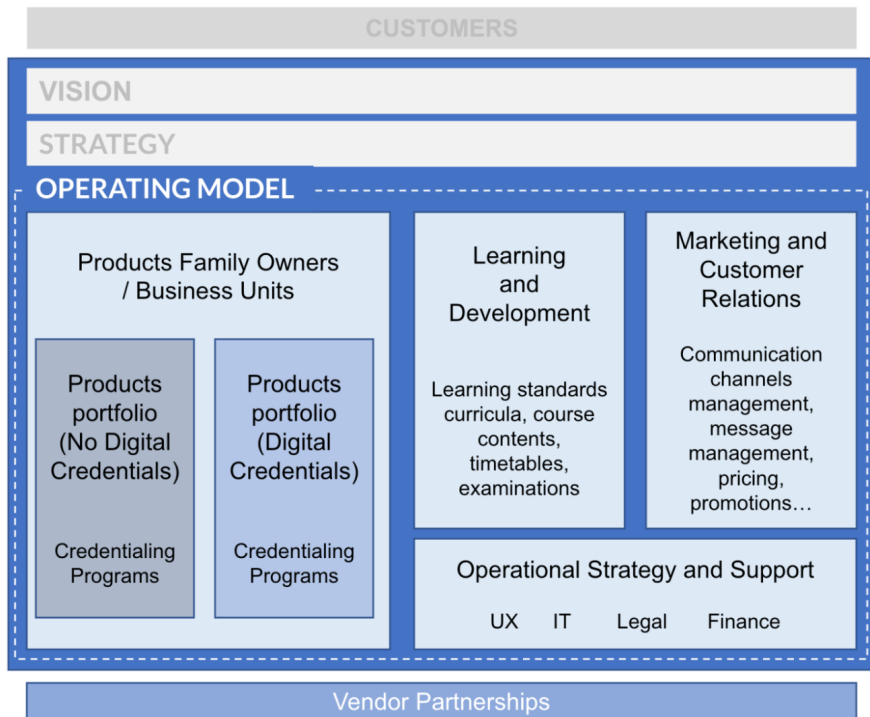
The Credential Operating Model workshop consists of three steps:

1. Map the stakeholder units and their relationships to achieve the credential goals.
2. Walk credential journeys through the operating model units to define throughputs.
3. Test the credential operating model satisfies goals, KPIs, interdependencies and risks.

Step 1: Map the Stakeholder Units and their relationships to achieve the goals



Example Credential Operating Model (COM)



Credential Programme Goals:

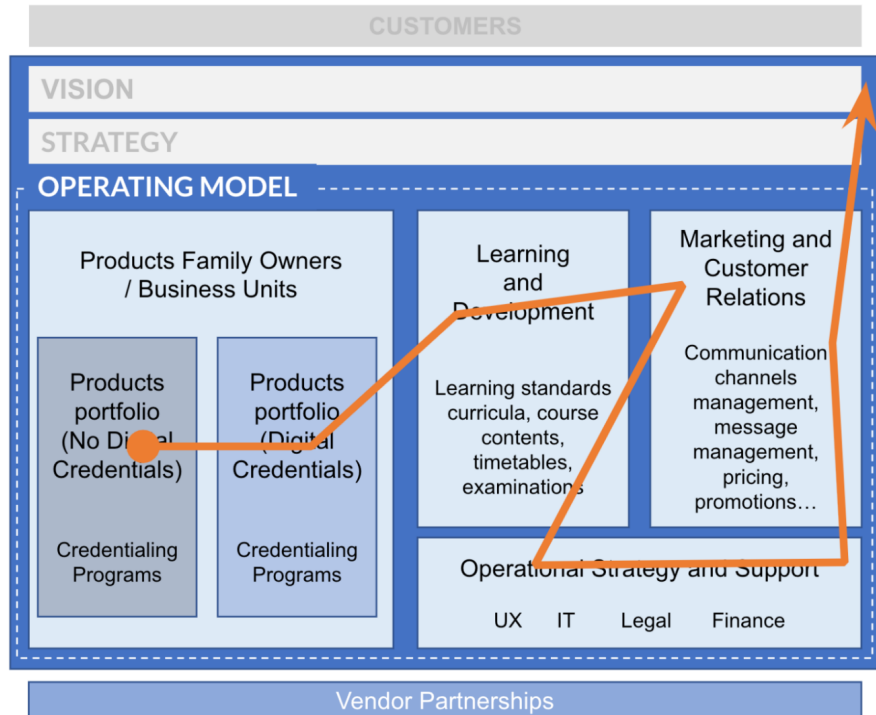
1. Increase influence across the ecosystem
2. Increase customer base
3. Increase scale and diversity of product portfolio

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Step 2: Walk each journey* through the Operating Model Units to define throughputs



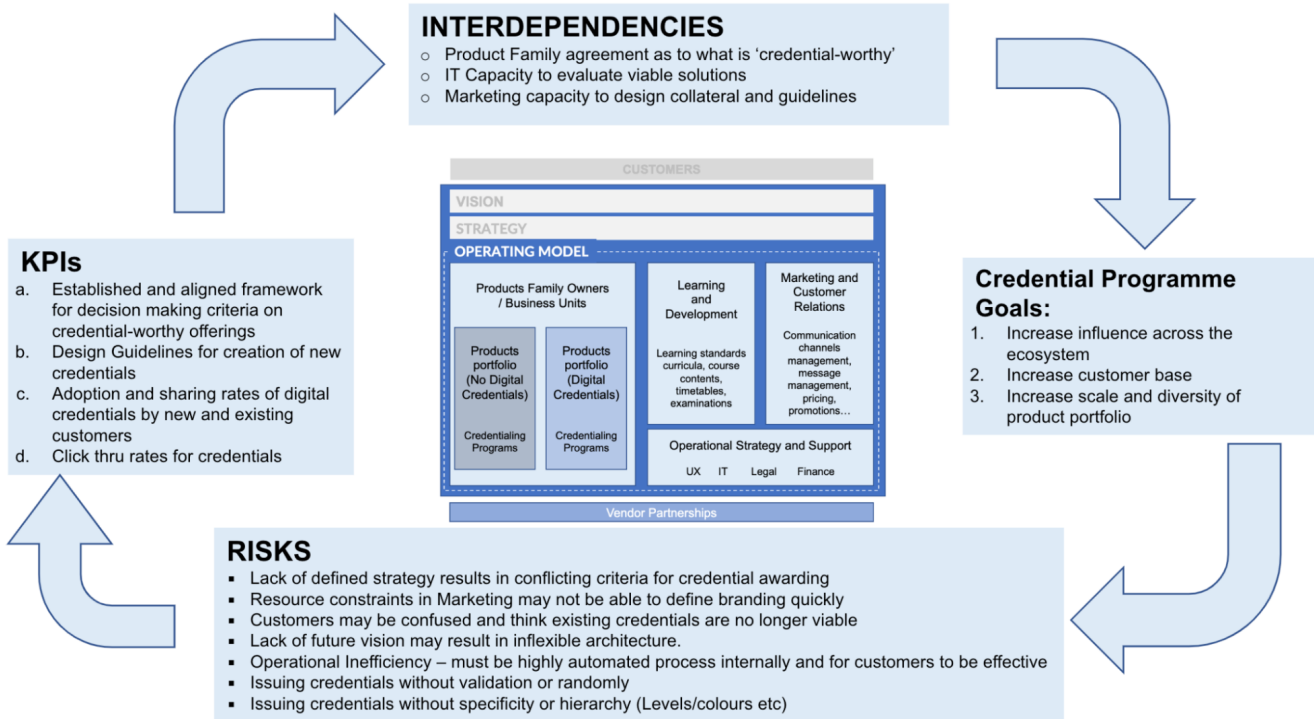
Example Credential Operating Model (COM)

- Credential Programme Goals:**
1. Increase influence across the ecosystem
 2. Increase customer base
 3. Increase scale and diversity of product portfolio

* in-scope end-end journeys to be defined at start of TOM workshop

HOW TO DEVELOP A CREDENTIAL OPERATING MODEL

Step 3: Test the Operating Model satisfies Goals, KPIs, Interdependencies and Risks



HOW TO DEVELOP A CREDENTIAL OPERATING MODEL

After the Workshop

The outputs from the workshop need finalizing with outstanding questions being resolved. Then the Operating Model should be tested and reviewed with a wide range of stakeholders to ensure that it's fit for its purpose.

Implementation of the Credential Operating and Governance Models are detailed in the following activity.

Draft Agenda for a Design Workshop

- Introductions
- Purpose of the workshop
- Potential use of credentials within the organization: Generate a list of uses, ensuring that everyone understands the potential usage
- Share the draft Design Framework using “real life examples” and collect general feedback
- Map each of the potential uses to the framework to identify gaps, inconsistencies etc.
- Discuss ongoing framework governance identifying issues and concerns for resolution,
- Agree action points, assign responsibilities and due dates.

Gap Analysis

An important step after the workshop is to carry out a gap analysis between the “To Be” state and the “As Is” state. These gaps are the basis of the implementation plan later in the program.

After the workshop

The action points identified in the meeting need to be resolved and agreement sought from the stakeholders.



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