



# Study on Identity management for lifelong learning in UK higher and further education

## Project Plan

### *Overview of Project*

#### 1. Background

This study is to describe current practices and envision future processes in identity management for lifelong learning in UK higher and further education. The work will explore identity management issues within the context of lifelong learning, which inevitably involves learners moving into and out of education, combining it with work, and having links with a number of different institutions.

The aim of the JISC e-Learning programme is to enable UK further and higher education to create a better learning environment for all learners, wherever and however they study. Its vision is of a world where learners, teachers, researchers and wider institutional stakeholders use technology to enhance the overall educational experience by improving flexibility and creativity and by encouraging comprehensive and diverse personal, high quality learning, teaching and research.

The e-Learning programme also endeavours to provide a 'map of the territory', to provide guidance and support, and to focus development work where it will be most effective. It considers that technology should be exploited to free time from those activities that can be efficiently automated, and should be used to support innovative and creative approaches to teaching and learning.

The JISC e-Framework Programme<sup>1</sup> is currently in the process of building an innovation knowledge base to gather the achievements of JISC funded projects and make them discoverable. The knowledge base will focus on aspects such as process maps and models, and functional aspects of software. As such, it is designed to complement the service technology components that are gathered in the international e-framework knowledge base<sup>2</sup>. The outputs of this study are expected to contribute to the new innovation knowledge base.

Two national initiatives of particular relevance to this work are Managing Information Across Partners (<http://www.miap.gov.uk>), and the UK Access Management Federation for Education and Research ([http://www.jisc.ac.uk/whatwedo/themes/access\\_management/federation.aspx](http://www.jisc.ac.uk/whatwedo/themes/access_management/federation.aspx)).

#### 2. Aims and Objectives

The aim of this study is to aid understanding of the challenges facing the education sector in identity management for lifelong learning, and to support JISC in future planning in this area.

The objectives of this study are:

- to detail, through use cases or other appropriate documentation, the identity management lifecycle in a series of episodes within the educational journey of a lifelong learner, both in an ideal world and also as they are currently
- to explore the extent to which the requirements that derive from the above for identity management are met by the Managing Information Across Partners initiative, the UK Access Management Federation, and institutions' own processes

<sup>1</sup> [http://www.jisc.ac.uk/whatwedo/programmes/programme\\_eframework](http://www.jisc.ac.uk/whatwedo/programmes/programme_eframework)  
<sup>2</sup> <http://www.e-framework.org/>

Project Acronym:  
Version: 0.1  
Contact: Kay Renfrew  
Date: May 2008

- to map the differences between the ideal world and what happens currently to provide a better understanding of what can be done and where priorities may lie for future work.

### **3. Overall Approach**

#### **3.1 Methodology**

The study will comprise the following main stages and activities. A workplan detailing the key activities throughout the delivery of the project is provided as Appendix A.

##### **Stage 1 – Project initiation (May 2008)**

- Meeting with JISC project team
- Submission and agreement of detailed work plan and project initiation document
- Compilation of stakeholder list (with particular focus on the higher education sector)

##### **Stage 2 – Modelling of processes (June – July 2008)**

- Develop 'straw man' models of current processes
- Develop briefing notes for stakeholder consultees
- Organise and carry out interviews with HE and FE sector learning providers
- Organise and carry out interviews with relevant sector bodies
- Develop draft models for future processes

##### **Stage 3 – Revision of models (August – September 2008)**

- Revise models for current processes
- Organise and conduct workshops with stakeholders
- Revise models for current and future processes

##### **Stage 4 – Reporting (October – November 2008)**

- Compile draft final report as per ITT requirements
- Submit draft report to the JISC for feedback (by 11am on 31 October 2008)
- Revise draft and submit final report (by 11am on 30 November 2008)

#### **3.2 Issues to be addressed**

The main issues to be addressed are:

*Ensuring the scenarios cover all possible processes in the identity management lifecycle (current and emerging)*

Our work will make use of contacts within the Departments, sector bodies and institutions to test the scenarios and process models developed for current practices and future processes, with a particular emphasis on higher education. Appendix B provides a provisional list of stakeholders, which will be developed in Stage 1 of the study.

*Ensuring outputs of the study are relevant and add value to broader work in this area*

We will make reference to ongoing work by the UK Federation for Access Management, other work within JISC, and MIAP. The work will also take into account the policies of the Information Standards Board (ISB) and the Information Authority, as well as any recent work in this area carried out for the Departments or sector bodies.

*Impact of current and emerging technologies*

The processes described and developed will need to take account of both current and emerging technologies and practices, such as 'virtual learning' and the use of mobile technologies to access

Project Acronym:  
Version: 0.1  
Contact: Kay Renfrew  
Date: May 2008

educational resources. We will make reference to our work in the sector to ensure we draw on developments in this area and use them to add detail to the processes and scenarios.

### **3.3 Project scope**

The study will build on the work of the Identity Project. The outputs of this study are intended to capture the processes and actions related to identity management which each of the actors go through in each episode of the scenarios outlined in the ITT. The outputs should do this in a manner which is easy to understand and is appropriate to the commonality and level of detail elicited about the processes.

The study will develop business process models accompanied by supporting narrative, to fully describe the 'as is' and 'to be' processes involved in the scenarios outlined in the ITT. The models will cover the following areas:

- Provisioning of identity
- Maintenance of identity
- De-provisioning of identity
- Provision of authenticated information about learners to other organisations.

The study will note where each identity management action makes use of or interacts with the unique learner number (ULN) and/or the UK Access Management Federation.

The outputs from the study will contribute to the new e-Framework innovation knowledge base.

## **4. Project Outputs**

The deliverables from the study will be:

- A detailed work plan
- A set of documentation (business process models and supporting narrative) describing current and future processes
- A report on issues facing the sector in moving from current to envisaged processes
- A report with recommendations for future work

The main deliverable from this study will be a Final Report to be submitted and agreed during November 2008. The report will be concise (less than 40 pages), written for use in the community and as dissemination of the relevant key issues. The draft report is required by 31 October 2008 and final version by 30 November 2008. The main areas of the report will be:

- An executive summary of the findings and recommendations
- Brief description of the methodology adopted
- A summary of key characteristics of the current and ideal situation, the differences between these and the issues arising with reference to the stages of the identity management lifecycle
- Comments on the extent to which the requirements that derive from the scenarios for identity management are met by the MIAP initiative, the UK Access Management Federation, and institutions' own processes
- Scoped recommendations for future JISC work to address the issues identified (including an indication of timescale to implement and approximate cost; and how they tie in to existing JISC programmes and projects where appropriate).
- An appendix listing the individuals and organisations consulted.
- Annexes including the appropriate documentation capturing current and ideal processes and interactions in each of the episodes in the two scenarios; and data models involved – offered by current ID management solutions, and those required by particular stakeholders at particular stages. These would be used to further technical interoperability.

## 5. Project Outcomes

The outputs from this project are intended to aid understanding of the challenges facing the education sector in identity management for lifelong learning (with a particular emphasis on higher education) and to support JISC in planning in this area. An understanding of these issues and challenges underpins improvements to provision of access to services and resources for individual learners.

The work will contribute to the JISC e-Learning programme which aims to enable UK FE and HE to create a better learning environment for all learners; and the outputs of this study will contribute to the guidance and support the JISC can offer.

## 6. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Process models developed do not fully reflect current practice.	2	5	10	We will draw on our extensive experience of modelling learner related processes in the education sector. We will develop 'straw men' processes to be discussed in detail with learning providers and relevant sector bodies to ensure completeness and accuracy.
Processes developed do not fully reflect future 'to be' processes.	2	5	10	We will draw on our knowledge of developments in the sector both in terms of anticipated policy and practice changes; and technological changes. We will conduct detailed consultation with sector stakeholders (e.g. UKFAM, MIAP, DIUS, Becta) to test and challenge any models developed.
Stakeholders do not engage in the study.	2	5	10	We will make use of our existing network of contacts throughout the sector to draw on stakeholders who are enthusiastic and engaged in the topic to be researched. We will ensure that all communications with stakeholders are clear about the outcomes of the work and the benefits to be delivered to further encourage participation.
The work is not completed within the scheduled timescale	2	5	10	The project plan will identify deadlines for milestones and deliverables. We will initiate and confirm arrangements for consultation with stakeholders at the earliest opportunity to ensure we have time in diaries of busy individuals. The team has experience of completing complex assignments in limited timescales.

Project Acronym:  
Version: 0.1  
Contact: Kay Renfrew  
Date: May 2008

## ***Project Resources***

### **7. Budget**

The total budget for delivery of this work is **£38,775** (including VAT and expenses). A profile of the components producing this figure is as follows:

<b>Budget Profile</b>	
Staffing costs:	£30,00
Travel, sustenance, events costs, and other expenses:	£3,000
Net project cost:	£33,000
VAT @ 17.5%:	£5,775
<b>Total project cost:</b>	<b>£38,775</b>

## Appendixes

### Appendix A - Project Work plan

Project stage	No	Task	Start date	End date	Status	Notes
<b>1. Initiation</b>	1.1	Submit work plan	12-May-08	27-May-08		
	1.2	<b>Submit project initiation document</b>	12-May-08	27-May-08	<b>Deliverable</b>	
	1.3	Meet with JISC project team	27-May-08	13-Jun-08		Date to be agreed
	1.4	Agree deliverables, milestones and deadlines	27-May-08	13-Jun-08		
	1.5	Agree progress reporting requirements	27-May-08	13-Jun-08		
	1.6	Compile stakeholder list for agreement with JISC	27-May-08	06-Jun-08		
	1.7	Initiate contact with stakeholders to confirm availability and agreement to participate	12-May-08	13-Jun-08		Contact to be made within Oakleigh's existing network of contacts
	1.8	Collate and review relevant background material	12-May-08	13-Jun-08		
<b>2. Modelling of processes</b>	2.1	Develop and confirm detailed briefing notes for participants (relevant to stakeholder type)	02-Jun-08	06-Jun-08		
	2.2	Issue briefing notes and requests for interviews	09-Jun-08	13-Jun-08		Make reference to workshop in August to alert stakeholders
	2.3	Confirm interview arrangements	09-Jun-08	20-Jun-08		
	2.4	Develop interview research instruments	02-Jun-08	13-Jun-08		
	2.5	Develop 'straw man' models of current processes	02-Jun-08	20-Jun-08		
	2.6	Test models with small group of relevant stakeholders	23-Jun-08	27-Jun-08		
	2.7	Conduct interviews with stakeholders	23-Jun-08	25-Jul-08		
	2.8	Process and analyse interview data	23-Jun-08	31-Jul-08		
	2.9	Decide on approach to represent processes with JISC	21-Jul-08	31-Jul-08		Confirm business process models or adopt use case approach
<b>3. Revision of models</b>	3.1	Organise workshop date and location	23-Jun-08	27-Jun-08		Agree provisional date in June, to get 'dates in diaries'
	3.2	Develop and confirm briefing notes and invitation to workshop	28-Jul-08	01-Aug-08		
	3.3	Issue invitation to workshop and briefing notes	04-Aug-08	08-Aug-08		Confirmation of 'dates in diaries'
	3.4	Revise process models based on analysis of	04-Aug-08	15-Aug-08		

Project Acronym:  
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Project stage	No	Task	Start date	End date	Status	Notes
		interviews and other data gathering in earlier stages				
	3.5	Revise 'as is' process models	04-Aug-08	15-Aug-08		
	3.6	Develop 'to be' / 'ideal' process models	04-Aug-08	15-Aug-08		
	3.7	Develop workshop approach and confirm required outcomes	11-Aug-08	15-Aug-08		
	3.8	Undertake workshop to test and challenge revised models	18-Aug-08	29-Aug-08		
	3.9	Analysis of workshop results	01-Sep-08	12-Sep-08		
	3.10	Organise follow-up interviews to follow-up issues arising from the workshop	08-Sep-08	12-Sep-08		
	3.11	Conduct interviews (telephone or face-to-face as appropriate)	15-Sep-08	26-Sep-08		
<b>4. Reporting</b>	4.1	Collate results from Stage 3 consultation	29-Sep-08	19-Sep-08		
	4.2	Revise 'as is' process models	15-Sep-08	26-Sep-08		
	4.3	Revise 'to be' (future) / 'ideal' process models	15-Sep-08	26-Sep-08		
	4.4	Analysis of identity management processes across the lifelong learning cycle related to the 2 scenarios	29-Sep-08	10-Oct-08		
	4.5	Identification of the extent to which requirement for id management are met by MIAP and UKAMF	29-Sep-08	10-Oct-08		
	4.6	Develop recommendations	13-Oct-08	24-Oct-08		
	4.7	Produce draft report	20-Oct-08	30-Oct-08		
	4.8	Develop process model annex	20-Oct-08	30-Oct-08		
	4.9	Develop data model annex	20-Oct-08	30-Oct-08		
	4.10	Develop additional relevant annexes (where appropriate)	20-Oct-08	30-Oct-08		
	4.11	<b>Submit draft report to JISC</b>	31-Oct-08	31-Oct-08	<b>Deliverable</b>	
	4.12	Revise draft report based on feedback	03-Nov-08	29-Nov-08		
	4.13	<b>Submit final report to JISC</b>	28-Nov-08	28-Nov-08	<b>Deliverable</b>	
<b>5. Progress reporting</b>	5.1	Submit progress reports in format and frequency agreed with JISC	Monthly	Monthly		

## Appendix B – Proposed list of consultees

Organisation	Purpose and status
DIUS (Suggested units include Vocational Qualifications Reform Programme)	To position the work within current policies and procedures on identity management in the sector.
Information Standards Board	To position the work within current policies and procedures on identity management in the sector.
UCAS	To understand processes relating to identity management around application to HE.
HESA	To understand data requirements relating to students in HE.
Higher Education Institutions involved in the Identity project led by LSE and University of Cardiff: <ul style="list-style-type: none"> <li>• Birkbeck College</li> <li>• Goldsmiths College</li> <li>• Imperial College London</li> <li>• Queen Mary University of London</li> <li>• Royal Holloway College</li> <li>• School of Oriental &amp; African Studies</li> <li>• University College London</li> </ul>	To understand processes relating to Higher Education, to build on findings of the report and work with committed and engaged stakeholders.  We will look to recruit alternative HEIs if the institutions listed are unable to participate. We will draw on our existing contacts within HE (for example where we have carried out work on student information systems or business process reviews).
Student Loans Company	To understand processes relating to the administration of government funded loans and grants to students in higher education.
UCISA	To understand a key stakeholders view on sector issues relating to identity management.
DCSF (Suggested units include: Data Services; CIOG Strategy and Architecture Unit; Education Technology)	To position the work within policies, developments and procedures on identity management in the sector.
Information Authority	To position the work within current policies and procedures on identity management in the sector.
MIAP	To position the work within current policies and procedures on identity management in the sector. We have made initial contact with the MIAP Product Strategy Manager to provisionally agree access to the participants in the ULN test and trials; and have been granted open access to MIAP documents (beyond what is on their 'public' website).
LSC	To position the work within current policies and procedures on identity management in the sector. To understand data requirements relating to the Individualised Learner Record (ILR).
Becta	To position the work within current policies and procedures on identity management in the sector. To position the work with developments in the next phase of the Harnessing Technology strategy; and work on Standards.
QCA/NAA	To position the work within developments in the Qualifications and Credit Framework trials; and processes relating to achievement and recognition of achievement.
FE Providers participant in ULN & Learner Registration Service tests and trials <ul style="list-style-type: none"> <li>• Manchester 14-19 Partnership</li> <li>• Brighton 14-19 Partnership</li> <li>• South West 14-19 Partnership (S-COOL)</li> <li>• Lewisham College</li> <li>• Next Step/ IAG</li> </ul>	To build on lessons learnt and to interact with engaged and committed stakeholders.
QUALDAT	Participant in ULN & Learner Registration Service tests and trials Representing OCR, Edexcel, AQA and City & Guilds Awarding Bodies. To understand processes relating to examination administration.