Implementing Internet Web Sites in Counseling and Career Development

James P. Sampson, Jr.

Florida State University

The Problem

- Changes in clients
- Changes in staff
- Changes in organizations
- Changes in technology

Possible Solution

Use models to reduce complexity and guide our work

Potential Benefits

- Anticipate important issues, e.g., staff anxiety
- Proactive instead of reactive
- Motivate staff to invest time
- Create realistic expectations
- More cost-effective services

Effective Use of the Model

- Use as <u>potential</u> rather than <u>required</u> implementation activities

- Use to stimulate thinking among staff

When to Use the Model

- Changes occur in Web site design

- Changes occur in clients served

- Organization changes occur

Implementation Problems

- Inadequate planning

- Poor integration of computer applications with existing resources and services

- Inadequate training

- Staff anxiety and resistance

Possible Solution

Seven-step implementation model for Web sites

7 Step Model

1) Program **Evaluation**
2) Web Site **Development**
3) Web Site **Integration**
4) Staff **Training**
5) **Trial** Use
6) **Operation**
7) **Evaluation**

Program **Evaluation**

Program **Evaluation**

Program **Evaluation**

- Effectiveness of current resources and services?

- If gaps exist, will Web site help?

- Implementation committee

- Implementation plan prepared

- Stakeholder support sought

Web Site **Development**

Program **Evaluation**

Web Site **Development**

Web Site **Development**

- Staff collaboration in Web site development
  - Who do we serve?
  - What are their needs?
  - What resources and services meet their needs?
- Staff collaboration is selecting Web site features
- Evaluation of site content and features
- Web site documentation is created

Web Site **Integration**

Program **Evaluation**

Web Site **Development**

Web Site **Integration**

Web Site **Integration**

- Check "fit" with existing services
- Connect Web site with existing resources and services
- Determine staff roles
- Finalize operational procedures
- Prepare evaluation plan
- Continue public relations

Staff **Training**

Program **Evaluation**

Web Site **Development**

Web Site **Integration**

Staff **Training**

Staff **Training**

- Develop staff training plan

- Deliver training for practitioners and support staff

- Familiarize administrators and stakeholders

- Evaluate training effectiveness

Trial Use

Program **Evaluation**

↓

Web Site **Development**

↓

Web Site **Integration**

↓

Staff **Training**

↓

Trial Use

Trial Use

- Identify trial users

- Trial use of the system

- Revise Web site integration as needed

Operation

Program **Evaluation**

Web Site **Development**

Web Site **Integration**

Staff **Training**

Trial Use

Operation

Operation

- Operate the Web site

- Collect evaluation data

- Continue public relations

Evaluation

Program **Evaluation**

⬇

Web Site **Development**

⬇

Web Site **Integration**

⬇

Staff **Training**

⬇

Trial Use

⬇

Operation

⬇

Evaluation

Evaluation

- Revise Web site integration as needed

- Cycle back to an appropriate implementation step

7 Step Model

Program **Evaluation**

↓

Web Site **Development**

↓

Web Site **Integration**

↓

Staff **Training**

↓

Trial Use

↓

Operation

↓

Evaluation

Feedback Loops

Program **Evaluation**

Web Site **Development**

Web Site **Integration**

Staff **Training**

Trial Use

Operation

Evaluation

Feedback Loops

Program **Evaluation**

Web Site **Development**

Web Site **Integration**

Staff **Training**

Trial Use

Operation

Evaluation

Complete 7 Step Model

Program **Evaluation**

Web Site **Development**

Web Site **Integration**

Staff **Training**

Trial Use

Operation

Evaluation

Success Factors

- Staff participation in decisions
  - "People support what they help create"
- Flexibility in staff use of computer applications
- Good staff training
- Clarity of staff roles
- Good communication

Success Factors

- Administrative support
- Anticipating impact of Web sites
- Good integration
- Positive, yet cautious, attitude
- Team approach with designated coordinator

Success Factors

- Concrete plan, however brief
- On-going nature of the process
- Avoiding a short-term focus
- Realistic timetable
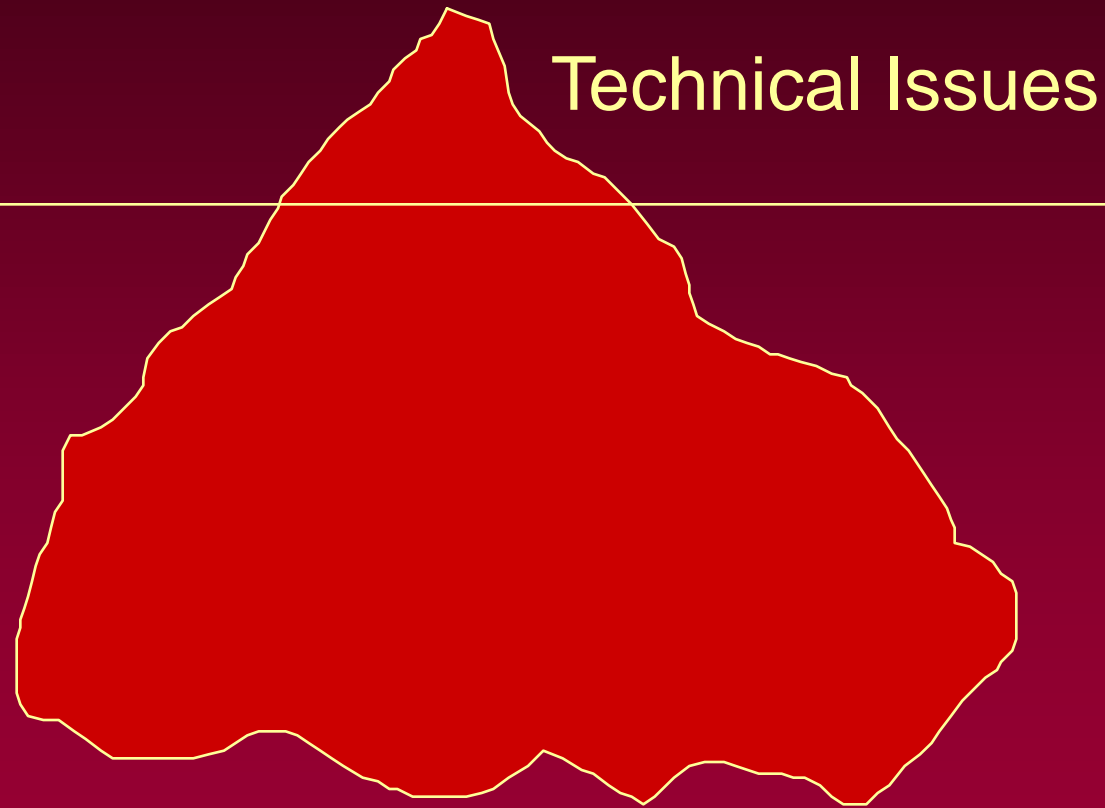- Good documentation
- Good evaluation

Nature of Implementation

- On-going

- More interpersonal than technical

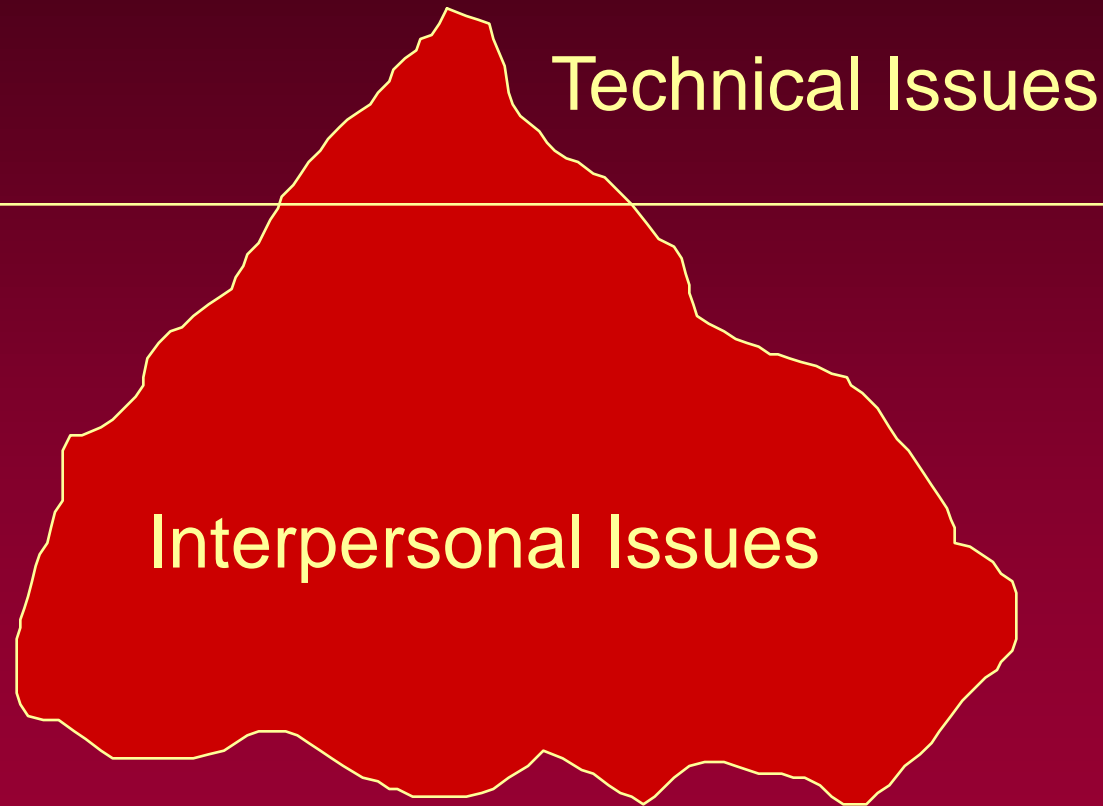- Most staff have the skills required
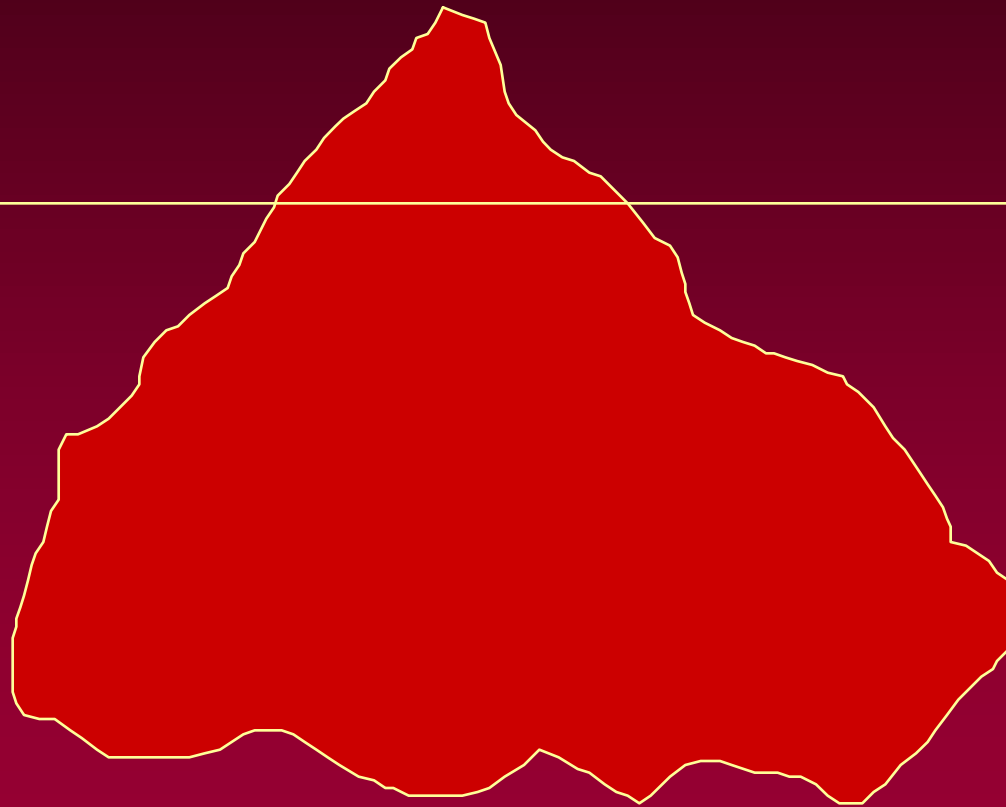
Nature of Implementation

Nature of Implementation

Technical Issues

Conclusion

- Good planning improves cost-effectiveness

- Some planning is better than no planning

- Implementation can improve over time

For Additional Information

www.career.fsu.edu/techcenter/

http://www.career.fsu.edu/