Implementing Internet Web Sites in Counseling and Career Development

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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 potential rather than required 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

• Identify trial users

• Trial use of the system

• Revise Web site integration as needed
Operation

• Operate the Web site
• Collect evaluation data
• Continue public relations
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
Nature of Implementation

Technical Issues

Interpersonal 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/