

## CURRICULUM VITAE

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### LESLEY MACKENZIE-ROBB

Lesley is an independent e-LEARNING AND INFORMATION MANAGEMENT consultant, specialising in the research, analysis, strategic design, management and deployment of technology supported blended learning solutions for education and training in the post-16 sector. She has more than 20 years' experience in managing projects from strategic design to implementation, with proven analytical and problem solving skills. Lesley has also researched and written numerous papers and studies on e-Learning and communications technologies, on subjects including technical standards and interoperability, accessibility, quality frameworks for pedagogy, managing change in the learning environment and incentives to take up e-Learning. Core competencies include:

- Design and development of adult online learning environments, including learning content design;
- First class writing and presentation skills, with a particular ability to interpret complex or technical subject matter;
- Knowledge sharing;
- Design and application of taxonomies for information management;
- Professional research skills;
- Excellent project management skills combined with strengths in team working;

### **SKILLS & ACHIEVEMENTS**

#### **Effective strategic solutions for enterprise wide personnel development and education requirements:**

- Blended Learning Programme Manager for **Cambridge ESOL, University of Cambridge**, responsible for the management, development and launch of international blended learning systems and content, including assessment of appropriate Learning Platforms and content design, taking account of interoperability and accessibility requirements in target nations.
- Responsible for the design and scripting of creative, highly effective online learning content for **Diageo, United Airlines, Royal Bank of Scotland, Intel, Comcast, AXA and FINRA**.
- Designed and successfully implemented an all new blended learning system, including bespoke Performance and Learning Management System and content, to deliver vocational training and qualifications to more than 8,000 dealer based technical personnel throughout the **Peugeot** franchise network in the UK.
- Worked with the **Environment Agency and Cabinet Office** to determine key competencies and skills required for Strategic & Tactical Incident Management, and then transformed these into a blended learning solution for 1000 senior managers to ensure consistent levels of ability throughout the organisation.

### Ability to analyse complex issues and develop pathways:

- Led a small, specialist team on the design, development and implementation of a new controlled subject vocabulary for the Department for Education's Family Information Directory, and managed the strategy to ensure its adoption by all 155 Local Authorities throughout England. The FID is used by some 16 million people each year, and contains 100s of thousands of digital service records.
- Led a research team to investigate the use and benefits of controlled vocabularies throughout the education sector as well as drawing comparisons with other public sectors, resulting in a number of strategic recommendations, for **Becta** (British Educational Communications and Technology Agency), and the **DCSF Information Standards Board**.
- Produced a study which mapped and analysed the available e-learning expertise across UK education government agencies with particular reference to the successful implementation of the DfES' e-Strategy for the Post 16 education sector, for **Becta**.
- Researched and reported on solutions to successfully engage with hard to reach learners using technology based intervention programmes, for **Doncaster Metropolitan Borough Council**.
- Researched and produced a paper for **DfES** synthesising an approach to technical standards and frameworks for interoperability for ICT in the education sector.
- Led a specialist team of eLearning experts from around Europe in the evaluation of € multi-million eLearning proposals for the **European Commission**.

### Strategic and tactical project management and organisational skills:

- Joined with **Qinetiq** in a consortium including **Cranfield University** to analyse and develop a range of solutions for the delivery of technology supported learning for military personnel on modelling and simulation techniques to support synthetic environment based acquisition procurement methodologies.
- In the role of project manager and co-ordinator, successfully launched **Becta's** innovative new vocabulary management services for both government agencies and industry. These web services enable owners of controlled vocabularies to manage their assets and publish them dynamically to one single portal for use by education content publishers. Also responsible for bringing the service to the attention of the **DfES Information Standards Board**, resulting in being tasked with setting up a system-wide Special Interest Group with the remit to develop a strategy for controlled vocabularies for the whole system.

### Innovative design skills: instructional, creative & technical:

- 20 years' experience in designing, developing and project managing technology based learning solutions, including pioneering instructional and creative designs for the Environment Agency, Ministry of Defence, Peugeot Motor Company, BP and British Energy, as evidenced by the high success rates achieved by the learning communities, plus innovative technical solutions such as the use of live webinars and in-camera mentors to support both individuals and learning communities.

## EMPLOYMENT RECORD

2004 – Present Principal e-Learning and communications consultant practitioner with Vantaggio Ltd, a specialist technology supported learning solutions, knowledge and information management consultancy:

- January 2012: Commissioned by **Interactive Services** to design and produce e-learning scripts on compliance with US law on harassment and discrimination for **United Airlines**.
- November 2011: Commissioned by **Interactive Services** to design and develop learning scripts for their client **Diageo**, charting the story of Scotch Whiskey and leading brands.
- October 2011 – present: Commissioned by **Houghton Mifflin Harcourt**, a leading US publisher operating worldwide, as Lead Learning Designer to oversee the design and development of Interactive Whiteboard learning modules for K1 – 12 Maths (using Singapore Maths Programme) for US teachers and students.
- March 2011: Commissioned by **Interactive Services** as Instructional Designer to design, develop and script a Home Safety e-learning game for children, for **AXA Luxembourg**.
- January 2011: Commissioned by **LearningAgeSolutions** as Instructional Designer to script e-learning content for the **Royal Bank of Scotland's** risk management courses.
- January 2010: **The Department for Education (via Methods Consulting)** commissioned Vantaggio to establish and manage a Vocabularies Editorial Panel, and to undertake a review of the Families Information Directory vocabularies. This led to a significant development of the vocabularies, particularly the Disability category. In addition, Vantaggio continued to provide technical support to Local Authorities using the vocabularies.
- February 2009: **Cambridge ESOL, Cambridge University** commissioned us to undertake a thorough market and technical review of Learning Management Systems with recommendations for a future procurement.
- September 2008: commissioned by **Becta** to investigate and propose a common technical standard for electronic whiteboards used in schools throughout England.
- August 2008 – December 2010: won the contract with the **Department for Education**, through **Methods Consulting**, to design, develop and implement a new controlled vocabulary for all local authorities in England, including the provision of training, held regionally, on content classification, and the provision of ongoing support.
- July 2008: won the contract from **Becta** to undertake a large-scale study into the role and nature of incentives to take up e-learning in the post-16 sector. This research was led by Vantaggio, in partnership with **NIACE**.
- June 2008: commissioned by **Becta** to investigate, negotiate and complete on the transition of its Vocabulary Management System to the Department for Education's Information Standards Board.
- June 2008: Research and report on attitudes towards a new suite of digital assets produced by **Becta**.
- January 2008: commissioned by **Cambridge ESOL, Cambridge University** to manage the design and development of a generic B1 ESOL language course for international students. Subsequently commissioned to carry out market research into online IELTS courses.
- November 2007: awarded the contract by **Becta** to lead a study into the viability, values and benefits to be accrued through the introduction of an education sector wide Controlled Vocabulary Strategy for digital learning resources.

- August 2007: commissioned by **Cambridge ESOL, Cambridge University**, to research, analyse and report on voice communications systems, including Automatic Speech Recognition, Assistive Technologies and VoIP.
- August 2007: commissioned by **Doncaster Metropolitan Borough Council** to undertake an independent review of gaps in technologies and e-learning provision for “hard to reach” learners, to assess current activities and to make strategic recommendations for future investment in technologies to support improvements in Basic and ICT Skills amongst excluded citizens.
- July 2007: commissioned by **Serco** to research and write a paper detailing the feasibility and perceived values to be gained by implementing federated access management, federated discovery and push/ portlet technologies within the **Learning and Skills Improvement Service’s Excellence Gateway**.
- March 2007 - present: Commissioned by **GoSkills Sector Skills Council** to research, develop and implement an organisational e-Strategy focused on the recently launched learning and skills portal, and to develop and implement an e-strategy for the organisation.
- November 2004 – July 07: contracted by **Becta** to project manage the development of new controlled vocabularies for the new QCA Programmes of Study Key Stage 3 and 4 curricula and the new Early Years curriculum, as an integral part of QCA’s development of a new Portal to host Programmes of Study.
- May 2006 – August 2007: contracted by **Cambridge ESOL, University of Cambridge** as Blended Learning Programme Manager to manage the development and launch of various internationally focused blended learning systems and their content.
- April 06: commissioned by **GoSkills Sector Skills Council** to develop Phase 2 of Learning / Membership services solution for the passenger transport sector, including development of online learning portal and membership services area.
- February 06: commissioned by **Becta** to research and produce a report on the current LSC requirement for repository services in respect of NLN learning materials and other DfES learning resources, and to analyse the market in terms of capability and availability.
- November 05: Commissioned by **Becta** to undertake a research and analysis of existing levels of e-learning related expertise within government education agencies, mapping this to the DfES e-Strategy priorities and requirements.
- October 05: Appointed by **Becta’s National Learning Network** to research and resolve a number of complex procurement, risk analysis and IPR issues relating to content development for the Adult and Community Learning sector.
- September 05: Commissioned by **Becta** to write a detailed analysis of the issues surrounding Accessibility and Inclusivity in ICT, with reference to the legal requirements.
- August 05: Appointed by **GoSkills Sector Skill Council** to analyse and develop solutions for the delivery of technology supported learning to the passenger transport sector which employs almost 1 million people.
- August 05: Appointed by **QinetiQ** as the eLearning expert to research and develop solutions for the delivery of eLearning to military procurement personnel.
- July 05: Commissioned by **Becta** to write an advisory paper on technical standards and frameworks for interoperability, for the DfES Content Advisory Board.
- June 05: Appointed by **PricewaterhouseCoopers LLP** as an expert consultant in the Post 16 sector to work as part of a team tasked with researching productivity time issues in the Further Education sector as a result of using ICT.
- May 05: Commissioned by the **European Commission eTEN project** to lead the eLearning team of experts in the evaluation of commercial tenders from throughout Europe.

- December 04: Commissioned by **Becta** to research and analyse the eLearning provision in the Post 16 sector to advise and inform the future content strategy.
- December 04: Engaged by the **University of Wolverhampton** as commercial and communications strategist to leverage commercial opportunities afforded by the University's development of ePortfolio technologies.
- November 04: Appointed by **Becta** as Project Co-ordinator on Vocabulary Management project (ongoing). Subsequently took over the project as Project Manager.
- October 04: Won a tender to undertake a research project into the use and values of eLearning in the culture sector, funded by the **Museums, Libraries and Archives Council**.
- September 04: Commissioned by **Becta** to research and write a comprehensive set of best practice guidelines with exemplars on content packaging and publishing.
- August 04: Engaged by **Rhema Consultants**, specialists in HR management, to design and develop an online personnel diagnostic tool for HR.
- January 04: Appointed by **DVA** as eLearning consultant to develop internal capability to deliver eLearning.

1988 – 2003     Managing Director of Orchard Communications, a multimedia and eLearning software developer. Between 1988 and 2003, Lesley was responsible for a team of up to 30 e-learning designers and programmers. Her role was to develop business opportunities for the company, and to take overall lead in the design of e-learning content and learning management systems, including instructional design methodologies, project management and client relations. She was responsible for the design and development of online and blended learning solutions for clients including Peugeot, British Energy, BP, Anglian Water, and the UK's Environment Agency and Ministry of Defence.

1983 – 1988     Freelance Producer / Director and Writer working on Channel 4 documentaries, and in the corporate sector on promotional/training videos, corporate events and live multi-channel outside broadcasts.

## **CLIENT TRACK RECORD**

**Public Sector:** Department for Education, Becta, Museums, Libraries & Archives Council, European Commission, Ministry of Defence, Environment Agency, DTi, Department of Health, OFWAT, GoSkills Sector Skills Council, University of Wolverhampton, Bristol and Brunel Universities, Doncaster Metropolitan Borough Council, Cambridge ESOL (University of Cambridge).

**Private Sector:** Houghton Mifflin Harcourt, Interactive Services, LearningAgeSolutions, Serco, Methods Consulting, PricewaterhouseCoopers LLP, QinetiQ, British Energy, Peugeot Motor Co, Anglian Water, Southern Water, BP (including Amoco Oil Exploration and Castrol), Smiths Industries, Westland Helicopter Group, Thales, Securicor Information Systems, Royal Society of Medicine Press, Astra Zeneca, Rhema Consultants, DVA Ltd.

## **EDUCATION**

University of Derby, 2010 – ongoing, PhD “The psychology of Knowledge Management”

University of Derby, 2005 – 2010 BSc Hons Applied Psychology (2.1)

University of Glasgow, 1979 – 1983 Master of Arts English Literature

### **TECHNOLOGIES**

Microsoft Office (expert), Access (Intermediate), Project (Expert), Photoshop (Intermediate), Dreamweaver CS5 (intermediate), HTML (intermediate), use of internet technologies including online databases (expert +), SPSS (expert), Lexaurus Vocabulary Management (expert), various Learning Management Systems.

### **RESEARCH & PAPERS**

Crane, L. (2012) Discourse and Knowledge Matters: can Knowledge Management be saved? (Forthcoming)

Crane, L. (2012). Trust me, I'm an expert: identity construction and knowledge sharing. (Forthcoming, *Journal of Knowledge Management*).

Crane, L. (2011). What do knowledge managers manage? Practitioners' discourse in an online forum compared and contrasted with the literature. *Journal of Knowledge Management Practice*, Vol 12, No. 4, December 2011.

"Harnessing the power of words: using controlled vocabularies in the Family Information Directory", Department for Education, December 2010.

"Web 2.0 and all that: can Web 2.0 save knowledge management", September 2010

"Controlled vocabularies vs. full text indexing", August 2010

"An ergonomics study of the process of tagging digital records using machine readable controlled vocabularies," 2010.

"Online and blended learning: incentives for practitioners and learners in the Post-16 sector", Becta, December 2008.

"Education and Children's Services Sector Strategy for Vocabularies", February 2008, Becta.

"Using technology creatively to engage hard to reach learners," October 2007, Doncaster Metropolitan Borough Council.

"Computer Based Speaking Tests," September 2007, Cambridge ESOL.

"Excellence Gateway: a vision for integration", August 2007, Serco for Quality Improvement Agency.

"Staring you in the face: an investigation of the role of training in generating constraint in problem solving activities", January 2007.

"Climbing Mountains: resolving interoperability and accessibility issues with vocabularies," March 2006, Learning Lab.

"Towards a common vocabulary," March 2006, Becta for the Ministry of Education and Research, Norway.

“Hosting and Repository Services for Post 16 education sector, a Report,” March 2006, Becta for the LSC.

“Report and Analysis of expertise within key Stakeholder Agencies mapped to e-Strategy Priorities,” January 2006, Becta.

“The effects of hierarchical schemes in encoding and free recall of word lists from memory: effective learning strategies”, December 2005.

“Options and recommendations for a commercially viable and sustainable learning solution in respect of the Passenger Transport Industry,” December 2005, GoSkills Sector Skills Council.

“The noise and the silence: Making sense of accessibility and inclusivity in ICT,” October 2005, Becta for the Content Advisory Board.

“Building for the future of teaching and learning: technical standards and frameworks for interoperability”, August 2005, Becta for the Content Advisory Board.

“The Basic Cognitive Processes of Learning”, April 2005.

“A study of the impact of eLearning in the Museums, Libraries and Archives Sector”, Museums, Libraries and Archives Council, London, April 2005.

“Packaging and Publishing Learning Objects: Best Practice”, published by Becta, January 2005.

“Trends, Challenges and Opportunities: the provision of eLearning for the Post-16 education sector”, Becta, Coventry, April 2005.

“Change Management & eLearning: the Challenge”, presented at the UK’s Learning Lab, published by the Prosci Change Management Research Center, USA, May 2004

“Guide to eLearning: a basic guide”, March 2004

“Blended Learning: a perspective”, August 2004

“Change Management and eLearning: a marriage made in Heaven”, seminar presented at the NHS Informatics conference, November 2004.

## **OTHER**

Former governor at Yeovil College, Somerset

Part-time teaching assistant (contract) with Yeovil College Higher Education Access Centre lecturing on Research Methods and Statistics in Psychology.