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**ERP Planning Project**

*Change Readiness Assessment*

*December, 2010*



# Agenda

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## Change Readiness Methodology

Guiding Principles

Change Readiness Interview Findings

Change Readiness Strategies

# What is a Change Readiness Assessment?

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- A Change Readiness Assessment is a process to help determine an organization's understanding, acceptance and commitment to a potential change
- In a Change Readiness Assessment, the focus is on the organization's structure, its organizational behavior and any structural or behavioral inhibitors that may exist
- Change Readiness Assessments typically focus on such things as:
  - ✓ How will people respond to the change?
  - ✓ To what extent will they "own" the change?
  - ✓ Will there be pockets of resistance to change?
  - ✓ What are the barriers or risks that may impact the organization's ability to change?
  - ✓ What strategies or approaches could be used to help minimize resistance, overcome barriers and encourage ownership of the change?

# Why do a Change Readiness Assessment?

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- History has shown that projects which don't identify and address the risks associated with the organization's readiness to change will probably fail
- Usually done at the very beginning of a project to assess an organization's ability to manage and accept change
- A successful project, especially an implementation project, is dependent on the organization's willingness to support change on many levels
- Successful change can occur only when all the aspects of an organization are addressed. By understanding the organization's readiness at the beginning of the project, the challenges and risks can be identified up front and addressed before the tough work of actually implementing the change begins

## What process was used for the Change Readiness step?

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A number of activities took place to complete the University of Prince Edward Island (UPEI) ERP Planning Project Change Readiness Assessment:

- A draft set of Guiding Principles was developed to establish "the Rules of the Road" for transforming UPEI's administrative services and for deploying a new ERP system.
- A meeting was held with the ERP Planning Project's Executive Steering Committee (ESC) to discuss the project, including a "decision-making framework" and the draft Guiding Principles.
- Project Risks and Critical Success Factors were discussed during the System Evaluation Team kickoff meeting.
- Change Readiness Assessment interviews were conducted with university-wide representatives from key stakeholder groups.
- Data collected during the interviews were analyzed to identify common themes and change inhibitors.
- The Change Readiness Assessment, including the Guiding Principles, will be reviewed face-to-face with the System Evaluation Team and Executive Steering Committee to gain buy-in and acceptance.
- The final Change Readiness Assessment deliverable for this step will be completed, based on feedback from these meetings.

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# What are Guiding Principles?

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## High-level strategic direction statements that:

- Are designed to guide decisions and provide direction for transforming the administrative services environment and for deploying the new solution
- Provide statements of preferred approach, practice or agreement
- Are not open to interpretation – they must be clear

## They are used to:

- Establish a standard of personal and organizational behavior that aligns with and supports UPEI's administrative services philosophy
- Establish the decision making boundaries that define the People, Processes, Technology and Information
- Establish an agreed upon model of governance to which the project team and UPEI leadership can agree and commit
- Clearly define the fundamental ways that UPEI will change the way it wants to deliver administrative services

# UPEI's ERP Project Guiding Principles

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- Students, faculty and staff should have easy, well supported electronic access to the data and information necessary to perform and manage their functions.
- SELF-SERVICE capabilities will be maximized.
- The University will develop COMMON business and student processes and data, while still supporting the truly unique needs of our academic and administrative units.
- We will work as a TEAM to support the needs our students, faculty, staff and institution.
- The institution will strive to make INFORMATION BASED decisions through the use of “easy to use” management reporting processes and technologies.
- Data and information will be treated as secure, strategic assets that are: COMMONLY DEFINED; electronically CAPTURED ONCE at their points of origin; and appropriately SHARED across the entire institution.
- DECISION DUE DATES will be established to keep our project on time and on budget and it will be the responsibility of the Executive Steering Committee to ensure that the project stays on track.
- Project participants are responsible for making this project a high priority and committing to PROJECT DEADLINES.
- The development and renewal of administrative systems shall be grounded in support of the university's academic mission and goals.

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# What UPEI stakeholder groups were interviewed?

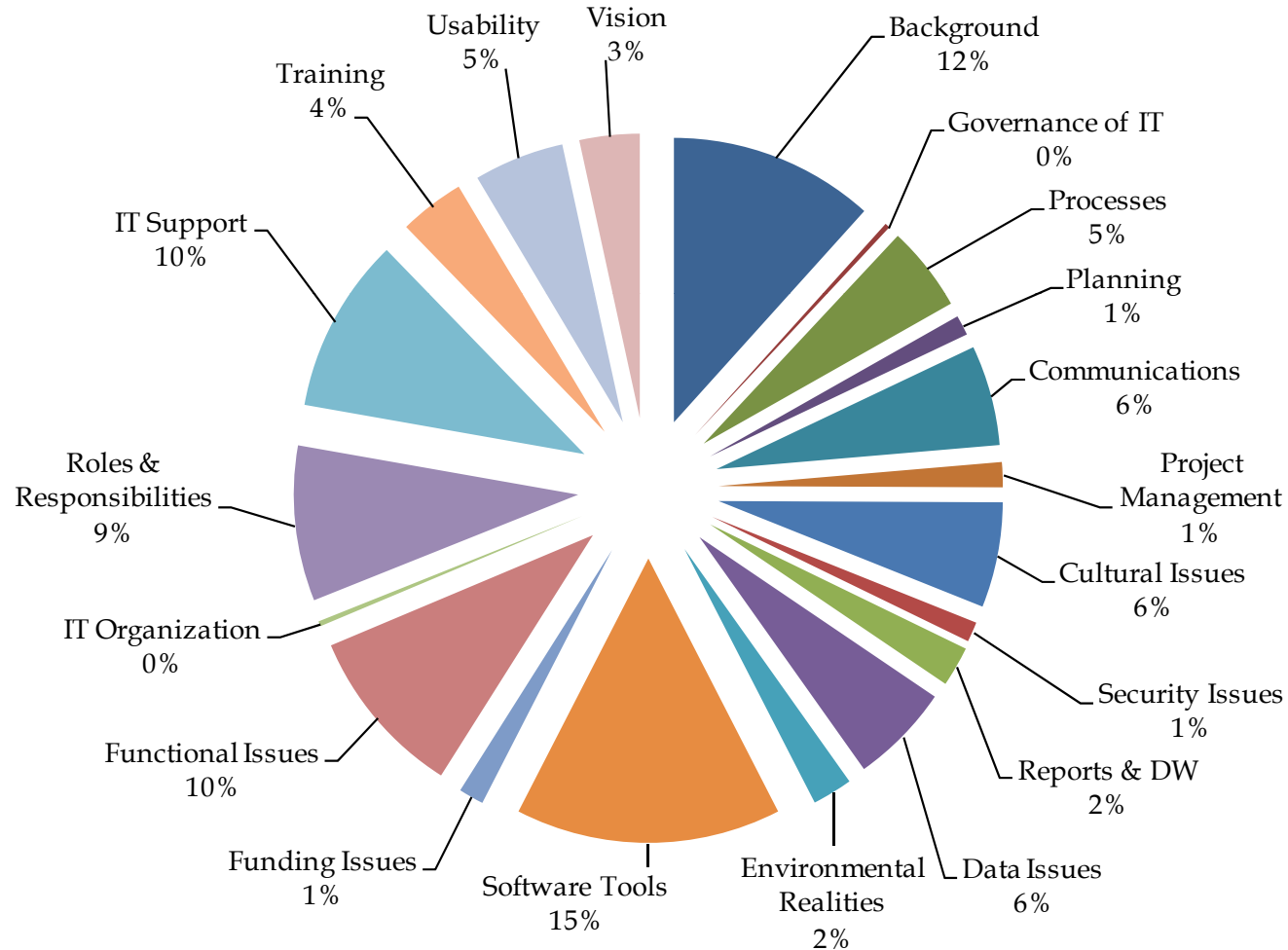
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To understand the key change inhibitors that can hurt the success of the ERP Planning Project, the MTC team conducted interviews with the following stakeholder groups:

- **Accounting** - (Carolyn Garro, Alan Hughes, Wade Perry, Deidre Smith)
- **Advancement** - (Rose Barbour, Tracey Comeau, Rosemary O'Malley-Keyes)
- **Atlantic Veterinary College Deans Office** - (Robi Hughes, Joan Masterson, Gillian Profit)
- **Comptroller's Office** - (Phil Hooper, Tara Judson, Belinda Rogers, Lynda Walker-Birt)
- **Facilities Management** - (Greg Clayton, Kathy MacKenzie)
- **Human Resources** - (Peggy Leahey, Debbie McKie, Joan Marks, Heather Parry, Jennifer Prinz, Karen White)
- **Information Technology Systems and Services** - (David Cairns, Leah French, Steve Leath, Mike Reid, Blair Vessey)
- **Procurement Services** - (Roger Cook, Peggy Court, Joan Andrew)
- **Registrar's Office** - (Kathy Kielly, Darcy McCardle, Joanne MacVicar, Cathy Toombs)
- **Research & Development** - (Jan Coffin, Leslie Cudmore, Lynn MacPhee, Katherine Schultz, Deidre Smith)
- **Student Services** - (Rebecca Drum, Heather Keoughan, Tamara Leary, Eileen MacVittie, Jeff MacLean, Dave Cormier)
- **Vice President, Academic** - (Yuqin Gong)
- **Vice President Finance & Facilities** - (Gary Bradshaw, Phil Hooper)

# How many and what categories of comments were there?

We collected over 350 comments during the course of our interviews. The following diagram depicts the comment breakdown by category.



## Common themes were found in the interview data analysis.

- Most people feel that the University is ready for change and willing to accept the differences that will come with moving to a newer solution
- There is a strong reliance by the user departments on limited resources within ITSS, which causes other various issues
- There is a great deal of manual processing that currently exists around campus that could be eliminated with a newer, modern system solution
- Good, quality data is very difficult to locate and extract from the current administrative systems solution
- Lack of formal training processes leads to inconsistent use of the current UIS system
- Communication across the campus is inconsistent, with some people feeling it is really good and others thinking it is really bad

*The following pages describe the details of these themes...*

# Most people feel that the University is ready for and willing to embrace change.

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- There are significant numbers of individuals who are either new to the University, and come from environments that had a newer, modern administrative systems solution, and/or are new to the workforce in the past 5 – 10 years who feel that the current UIS system is outdated and hinders their ability to perform their job functions
- The above group feels that change is necessary for the University to continue to be successful moving forward
- People realize that there will always be some pockets of resistance on campus who don't want to change but these pockets are few and far between
  - ✓ People felt that setting expectations properly and explaining to the “resistors” how the change will positively affect them will help diminish the resistance

## **There is a strong reliance by the user departments on limited ITSS resources.**

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- While the ITSS department has made some recent hires, the departments are really relying on three key resources for UIS system maintenance and development, with a heavy reliance on one of the persons
- In the past, users have been able to go to ITSS and request changes with an expectation that the changes would be made in a reasonable amount of time. Over the past few years, the volume of change requests has become so great that some areas have said they have open requests that are over 5 years old
- Some groups stated that they meet with ITSS regularly to make and prioritize requests; other areas say this does not occur as frequently as needed and that they are not a part of the prioritization process
- Because there is one ITSS resource that is heavily relied up, this can become a major bottleneck at times he is out of the office. This heavy reliance is not good for the ITSS staffer or the user departments as it can impact university productivity

## There is a great deal of manual processing that could be eliminated with a modern ERP solution.

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- Many people talked about the manual forms that exist in various departments that could be eliminated with a modern, integrated administrative systems solution – e.g., the personnel transaction form is one such example of a 3-part form that could easily be electronic in the future
- One point made by several different people is that processes have been built around people's skills, and not the job responsibilities which has helped exacerbate the need for manual processing
- People are optimistic that a new solution could automate some processes and be an overall “plus” for the University. Online timesheets is one example that was cited that has been successful, albeit with some bumps along the way
- Sometimes, the manual processing is forced due to the University's own lack of ability to enforce or institute sound academic and business policies and procedures
- Ineffective or non-existent integration across many of the UIS screens and programs helps to drive much of this manual processing

## Lack of extractable, quality data was a problem brought up by just about every group.

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- Several instances of the same data being entered into the system by different offices were discussed in our interviews – this almost always leads to lack of data integrity, e.g., new student data from recruitment through application to housing request is entered multiple times
- While “power users” have been able to understand and utilize the Hummingbird solution for the most part, many people still have to go to ITSS to have reports written for them in order to extract any moderately complex data requests, especially if the data crosses different parts of the system
- Almost everyone agreed that trying to figure out what data is needed from the system is an extremely complex process
  - ✓ Data fields may be used for different things in different parts of the system
  - ✓ Data codes used in one part of the system may mean something different elsewhere in the system
  - ✓ Hummingbird requires knowledge of the underlying data model in order to develop queries
- There is a general distrust of any information pulled from the system until it has been validated through manual review
- Many users complained that the current solution just doesn’t have the ability to track the information they need to satisfactorily perform their jobs

## Everyone agrees that formal training is non-existent across the University.

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- “Training here is an oral tradition – it gets passed down through word of mouth” was one comment we heard that encapsulated the views of just about everyone with whom we spoke
- The lack of a formal training program has led to diminished use of UIS functionality over the years – People pass down the information that is needed by the trainee but not everything that the trainer knows; this limited knowledge transfer keeps occurring until the last person trained only knows some small percentage of what the original trainer knew about the system
  - ✓ We heard of one instance where the “head of XXX” did not have access to all the “XXX” screens in the system – he didn’t know those screens existed
  - ✓ No formal system documentation exists so people are left to learn by “hunting around” or someone telling them what to do
  - ✓ The system is not intuitive so that people struggle to learn new functionality if it is not pointed out to them, e.g., the same function key may mean something completely different on two different screens
- This lack of training is not just about UIS functionality but also pertains to basic job responsibilities – no formal documentation exists on job functions or responsibilities in most instances

## Communication across the University is inconsistent.

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- Some groups feel that communication across the campus is good. While the means are not always consistent, people work through the proper channels and vet ideas towards implementation
- Others feel that communication is poor at best – “no one thinks about the impacts on others before doing something”
- There is a feeling that there is no campus-wide person or group responsible for communication which causes a number of issues
  - ✓ People have to pull lists together in order to communicate to the intended party
  - ✓ Changes are often made without proper communication to all potentially affected parties
  - ✓ Many people are communicating inconsistent messages to the same party
- Lack of communication on processes and procedures is something that was brought up by several different groups
- People cited the “opt-in” approach to receiving campus messages as one hindrance to effective communication across the university

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## The user community and ITSS need to work together to diminish the reliance on a few key ITSS resources.

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- We believe that both parties are culpable for why there is a strong reliance on just a few key ITSS resources
  - ✓ Over time, legacy systems frequently become overly complex and documentation becomes more sparse
  - ✓ As user staffs turn over and the IT folks stay the same, IT tends to know the business process better than the users
  - ✓ Knowledge of the systems tends to become concentrated in a few key technology folks
- To be successful in the future, business users need to understand their business processes better. “Tell me how it works” should not be said by users to their IT people. Users should be saying, “this is how it should work”, also explaining the goals of the process. IT people should focus on providing alternative solutions to the business people
- Business units need to establish better cross training within their departments so that knowledge is not concentrated in one or two individuals
- Both areas need to develop / enhance business and system documentation to minimize any disruptions due to persons being out of the office

## A strong commitment to training needs to be established.

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- Regardless of whether the new solution will be home-grown or bought, the development of a strong training plan needs to occur across the business units. This project will assist in that process documentation will begin to be developed during the course of our process workshops. This could be used as the starting point for training programs within each of the departments
- UPEI should simultaneously commit to thoroughly train the UPEI community on the new solution, while making the user interface as intuitive as possible to minimize the need for extensive training for "casual users"
- Training cannot end with "go-live". Strategies for ongoing training need to be developed and implemented as part of the administrative systems rollout planning. Some effective training strategies include:
  - ✓ Building a common training repository that all users have access to
  - ✓ Developing "job-aids" or "cheat sheets" that are stored in the repository
  - ✓ Tailoring training manuals to the UPEI process, if a vended solution is chosen
  - ✓ Developing processes for training new employees
  - ✓ Defining training plans that include refresher courses or courses that teach enhanced functionality to more experienced users

## Data standards need to be established and effective tools for extracting data need to be made available to users.

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- The University needs to begin the effort to clean up its data regardless of the future solution recommendation. There is significant effort currently spent trying to understand the data and what it means. These recommendations will improve operational efficiencies regardless of the future solution:
  - ✓ UPEI needs to establish a campus data dictionary which defines the fields in the current system and establishes acceptable data entry values
  - ✓ Where appropriate, edit checks should be established in the current system to prevent users from entering invalid values. This could become a huge project unto itself so we recommend only focusing on those high volume fields where significant errors are currently being made
  - ✓ The business units should begin to clean up the data in the system. This will help in conversion if a new system is implemented or will help to develop trust in the data should the current solution be retained
  - ✓ Implement reporting solutions that the users can easily use to extract data in a time effective manner. Different user types may require different tools and the tools may include many of the current tools if proper training opportunities are provided and data clean-up is completed

## Time needs to be spent reviewing, understanding, and changing business processes.

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- Business processes need to be reviewed and updated to reflect what needs to be done versus what is being done today. Many of the current business processes could be re-engineered to work more efficiently based on what we heard
- Each area should establish “Right Practice” processes, working with IT to understand possible system limitations. We like to use the term “Right Practice” instead of “Best Practice” because what is “best” for one university may not be best for UPEI
- This effort will help to eliminate the manual processing in many areas while also identifying those areas that could be more automated with the implementation of a new system solution
- With the establishment of training plans and better documentation, these new processes will become more repeatable and sustainable over time as people change roles and responsibilities

## Communication needs to happen regularly.

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- All affected parties need to be actively engaged in this project from the beginning. The stakeholders with whom we have met want to be engaged in this effort. Including all affected stakeholders will be a key component of success as the project moves along
- The ERP Planning Project Communications Plan is a good starting point to improve communications and demonstrate to all stakeholders (faculty, students, and administrative and academic staff) the value and importance of this project  
HOWEVER: it is the START of communications planning, not the END.
  - ✓ Each stakeholder group receives information in different ways, depending on the type of message being sent and learning style of each stakeholder
  - ✓ Two-way project communications vehicles need to be created / used
    - Examples: Project e-mail boxes, voice-mail boxes and a project website
  - ✓ Rumors tend to run rampant during these types of projects, so early clarification or refuting of rumors is critical. UPEI needs to demonstrate an openness to understanding and addressing stakeholder concerns
- The University needs to establish good procedures for how to effectively communicate messages outside of this project as well. Some of the methods discussed as part of this project could be used as a starting point for discussions

## How will these strategies become actionable?

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- This Change Readiness Assessment has focused on identifying project inhibitors and developing strategies to address them.
- Some of the strategies that have been developed will become actionable during the requirements gathering phase that has already begun. During this phase, workshops are being held with key functional staff and subject matter experts. Our intent is to understand how administrative services are delivered today, but also to focus on opportunities for improvement as UPEI moves towards a new ERP solution.
- Some of these strategies require strong and vocal support from University executive leadership to help drive these strategies throughout the institution.
- Lastly, some of these strategies cannot be implemented until the project is further along towards implementation.