



Adoption & Sustainment

University of British Columbia

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June, 2014

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Introduction / Objectives

- Session Objectives
 - Increase awareness of longer term adoption barriers and their consequences
 - Share a model to support longer term benefits realization
 - Identify strategies to support PMs in continually increasing the value of our business solutions

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Agenda



- **Understanding the problem**
 - Overview of UBC and SITP Program
 - The problem
 - Breakout Session
 - Brainstorm current adoption issues and possible solutions
- **Internalizing a model to increase value from our IT investments**
 - The challenge
 - The model
 - Breakout Session
 - Brainstorm strategies for implementing model
 - The mission...

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UBC – Overview


- Established in 1908, one of Canada's leading research universities consistently ranked among top 40 in world
- 54,000 students from across Canada and 140 countries across 2 campuses
- UBC provides an exceptional learning environment that fosters global citizenship to the people of British Columbia is key

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Student Interaction Transformation Program



- 7 major projects
- 50+ IT staff
- Executive & Business sponsor support and embedded team members
- \$40M total budget
- Integrated change management
- Overarching enterprise architecture
- Three years into a 5 year Program
- Planning 2020 SIS Roadmap

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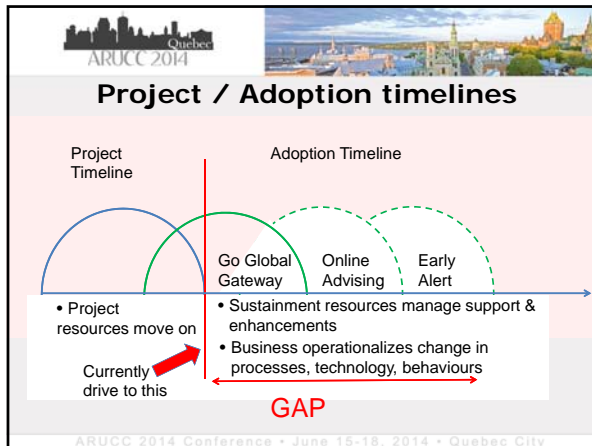


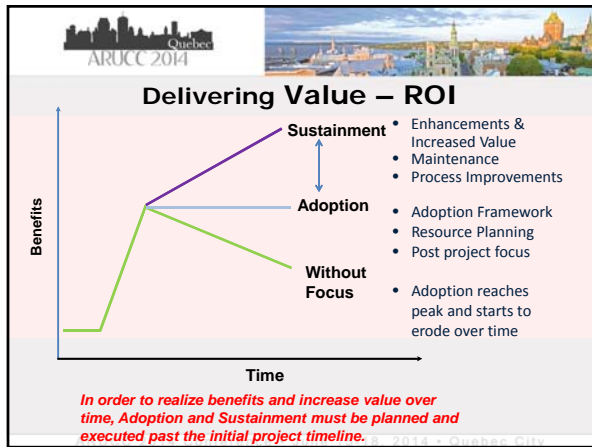
What happens after the Go-Live party?

- What we encountered...
 - Adoption of new business processes, new technology and new behaviors lags behind system go-live
 - Insufficient funding to support adoption & sustainment project go-live & beyond
 - Even with solid CM during projects, the Business was not setup for success post go-live




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Budget Components


	Budget Item	Rating	Comment
One Time	• IT Development Cost	Yellow	Includes IT resources, HW/SW
	• Business Backfill on project	Red	Subject Matter Experts and other business resources for project. Not currently budgeted in project
Ongoing	• Business Operations post project	Red	Resources required to steward, train, operationalize new processes. Not currently budgeted post-project
	• Production Support	Yellow	Requires additional resources
	• PIR / Enhancements	Yellow	Additional resources to support enhancements
	• S/W Maintenance / Support	Yellow	Find the \$\$ after the fact

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Workshop question

- What are your past or current adoption challenges?
- How have you and your teams addressed these?



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Our collective challenge


- Objective:
 - To realize expected benefits and continually increase the value of our business solutions designed to meet business needs
- Approach:
 - Focus on enabling business capability through execution of an effective Adoption and Sustainment (A&S) model

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How we addressed this challenge


- Engaged the Business in defining the A&S Model including:
 - Sponsor from each project
 - Registrar
 - Unit Directors
 - IT Executive
- Used Change Management principles to support long term adoption and sustainment
 - ADKAR Individual Change Model
 - PROSCI Change Management Model



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Built on ADKAR → A model for individual change

Awareness		Awareness of the need for change
Desire		Desire to participate and support the change
Knowledge		Knowledge on how to change
Ability		Ability to implement required skills and behaviors
Reinforcement		Reinforcement to sustain the change


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Change Management principles



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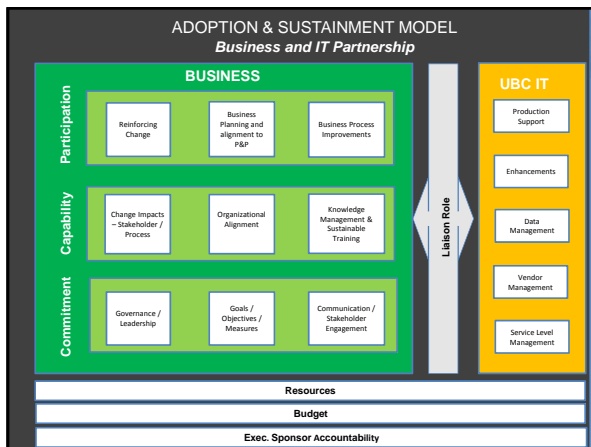
Introducing a New Model

<div style="background-color: green; color: white; padding: 5px; display: inline-block;">Gaining Traction</div>	<div style="background-color: yellow; padding: 5px; display: inline-block;">Targeted Success</div>	<div style="background-color: red; color: white; padding: 5px; display: inline-block;">Needs Attention</div>
Commitment	Capability	Participation

Adoption ↑ Time →

- Scorecard from previous projects lessons learned
- Commitment
 - Necessary awareness and desire for the change
- Capability
 - Knowledge and ability to be successful with the change
- Participation
 - Re-enforcing behaviours to ensure the change is sustained

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Expected Results from New Model

- Student Learning
 - **longer term benefits realization**
- Outstanding Work Environment
 - **visibility into resource requests,**
- Sustainability
 - **total project and ongoing adoption and sustainment costs**


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Workshop Questions

- In the A&S Model, what are the top 3 most challenging elements to implement?
- What are the top 3 typical organizational changes needed to support this model?






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The mission...


-  • Increase awareness of longer term adoption barriers
-  • Identify strategies to realize expected benefits
-  • Identify organizational changes required to continually increase the value of our business solutions

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Thank You



For your **time** and **participation**



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