



SUBJECT	Integrated Renewal Program – Student
SUBMITTED TO	Finance Committee
MEETING DATE	September 8, 2021
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	For information only - No action requested
LEAD EXECUTIVE	Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan
SUPPORTED BY	Peter Smailes, Vice-President Finance & Operations Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan Kate Ross, Associate Vice-President Enrolment Services and Registrar Jennifer Burns, Chief Information Officer & AVP Information Technology Ian Cavers, Associate Dean, Computer Science Elana Mignosa, Associate Vice-President, Finance & Operational Excellence Jennifer Kain, Chief Audit and Risk Officer Janice Stewart, Associate Dean, Innovation and Strategy, Faculty of Arts Patricia Lasserre, Associate Professor, Computer Science, Faculty of Science, UBCO Corinne Pitre-Hayes, Program Director, Integrated Renewal Program Laura Wecker, Manager Program Administration & Internal Communications

PRIOR SUBMISSIONS

The subject matter of this submission has been considered on a number of prior occasions, most recently on [June 24, 2021](#).

EXECUTIVE SUMMARY

Since 2018, the University has been pursuing a Board-approved strategy to replace the current Student Information System (SIS) with Workday's Student solution.

On April 26, 2021, the Board of Governors approved replacement of the current SIS and a funding release of \$54.4 million for fiscal year 2021-2022. The Board requested IRP Student leadership to complete an independent third-party review assessing risks, costs, and the implementation plan, and to return to the Board in June 2021 with a final recommendation and budget for a new SIS ecosystem once the review was complete.

The independent third-party review was completed in June 2021 by PwC. The report concluded, "The program has been well planned, based on information available to date, with appropriate stakeholder engagement and consideration of risks." PwC provided recommendations and highlighted areas to monitor. On June 24, 2021, the Board of Governors approved replacement of the current SIS and granted Board 3 approval for implementation of Student components of the Integrated Renewal Program, within a total budget envelope of \$284.9 million (including contingency).

Program recruitment and ramp up is occurring steadily, though more slowly than originally hoped. The leadership team met and adjusted the recruitment approach (including working with a marketing firm to make the jobs more visible in the market) and are in contact with recruiters to ensure the right candidates are being put forward. The IRP HR team has formulated an action plan to further ramp up external recruitment. The team has set a goal to achieve 80% of external hiring offers accepted by September 30, 2021, a 20% increase from the current percentage (60%) of accepted external offers. The IRP HR team will lead the initiative and will work alongside leaders who are encountering hiring issues. At the end of the period, IRP leadership will review the recruitment status and shift to other options, including engaging contractors, for hard-to-fill positions.

The refreshed weekly Status Report has been established and the detailed Consolidated Plan has been delivered. Learner Financial Support work is underway, and the Transformation and Change short term communication plans have been completed. The IRP Student team is working diligently to keep up with projected timelines and has come together as a strong and cohesive team.

At the ITAC meeting on August 11, 2021 some concerns were raised regarding scope versus schedule. Program leadership is cognizant of the tight timeline the program must follow to go live in 2023-2024. Mitigations have been put in place by building a comprehensive consolidated plan and monitoring critical path milestones that are regularly shared with program sponsors. The visualized plan allows the team to see slippage in real time, allowing for immediate corrective measures. Program leadership will be working with Enterprise Risk and Assurance to develop an approach to ensuring proposals for significant scope reduction meet risk management criteria. Any such proposals will be brought forward through normal Program governance.

APPENDICES

Please use the zoom function on Diligent to see the details in the charts

1. Current Status – Status Report
2. Program Milestones
3. Capabilities Mapping
4. Timeline
5. Conclusion & Next Steps

PRESENTATIONS

1. IRP Student Presentation



STATUS REPORT

The IRP Student Program is a large and complex project that comes with a number of risks. The PMO and the IRP Student Leadership Team created a Status Report that succinctly highlights the program's progress in an overall snapshot as well as by individual workstream. The revised Status Report was built to present a more holistic overview of the health of the program, and was rebuilt with a more visual approach to help viewers digest the information. IRP Student Status Reports will be built and shared weekly as opposed to IRP Release 1 HCM/FIN which were produced bi-weekly.

IRP Student Status Reports are produced weekly, and are shared with program leadership, including Steering and Executive Sponsors. The first page of the report is the program snapshot that shows the health of overall scope, resources, and schedule. It also includes a summary of the current week's key accomplishments and the key upcoming activities for the following week. This feature is meant to both acknowledge the work that has been accomplished and to prepare the team for the upcoming deadlines. There is a call out for top risks and issues, both new items and items that have had a change in status.

A new addition to the report is "Leadership Support / Action Required". This was added to help Sponsors understand where their expertise can be best utilized to support the success of the program. The current ask of sponsors is to work alongside Central HR to draft a remote work policy, that includes flexibility to help meet the diverse needs of the IRP. The other request is quick cross program decision making between ISC, Release 1 / 2, and UBC IT to avoid timeline disruptions.

To highlight ongoing areas of effort and focus the PMO has added a "Top Focus Area" on the front page. In the early stages of the program the top effort remains program recruiting. At this time recruitment is moving forward, although not as quickly as leadership would have liked, and there is some concern about limited talent pools to select from within BC. The Student Leadership Team (SLT) are working with recruiters to reset candidate expectations, and are looking at possible alternate avenues to post jobs and to recruit from, including sharing listings on social media, and utilizing paid targeted ads where applicable. The IRP HR team has formulated an action plan to further ramp up external recruitment. The team has set a goal to achieve 80% of external hiring offers accepted by September 30. This, is a 20% increase from the current percentage of accepted external offers (currently 60%). The IRP HR team will lead the initiative and will work alongside leaders who are encountering hiring issues. At the end of the period, IRP leadership will review the recruitment status and shift to other options, including engaging contractors, for hard to fill positions.

In the appendix of the Status Report the individual workstream status snapshots are included, as well as the recruitment dashboard and current financials.



IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING THURSDAY, AUGUST 12

Program Health

Scope: Resources: Schedule:

Current Status On track At risk Off track Past / current week Status	Projected Trend Receiving attention ↑ Holding → Slippage imminent ↓	Post Mitigation Score Very High / High Medium Low / Very Low
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Program Highlights

Key Accomplishments (This Week)	Upcoming Activities (Next Week)
<ul style="list-style-type: none"> Defined next steps for SDC standard deliverables, RACI and operating model Interviews are in progress; filled 62% (134 of 215) [+11] wave 1 positions 	<ul style="list-style-type: none"> Prepare for integrated planning workshop scheduled on August 24th Continue with recruitment effort; exploring options to address recruitment gaps

Snapshot of Top Risks and Issues

Risk Heat Map

		Current Impact					Grand Total
		VLO	LO	MED	HI	VHI	
Current Probability	VHI			1	1		2
	HI		1	11	2		14
	MED		6	4			10
	LO		1				1
	VLO	1					1
Grand Total		1	8	16	3		28

New Risks and Issues

- none

Top Focus Area

Program Recruitment

- Wave 1 Internal Hiring
 - 100 % of positions posted in WD
 - 97 % [+ 1%] of offers accepted
- Wave 1 External Hiring
 - 90 % [+ 5%] of positions posted in WD
 - 46 % [+ 10%] of offers accepted

Leadership Support / Action Required

- none

PROGRAM MILESTONES

As part of the redesigned IRP Student Status Report the PMO is highlighting both the program’s critical path milestones and the overall milestones that need to be achieved for go-live. The Milestone dashboard seen below shows the target number of milestones expected to be completed year-to-date and for the current week. If there are any items behind schedule or that have not started they will be recorded here, and may require a deeper dive into the cause or roadblock. This dashboard provides another input to the health of the program schedule.



PROGRAM MILESTONES

PREPARED BY IRP PMO, PERIOD ENDING THURSDAY, AUGUST 12

Total Milestones	Total Complete	Work In Progress	Not Started
1837 [+13]	77 [+5]	162	1598

Milestones	Target	Actual	Behind Schedule	Not Started
Completed - YTD	66	61	5*	0
Completed – This Week	1	0	1	0
Targeted to Complete – Next Week	1	0	0	1

*Accountability on cross functional milestones is required

CAPABILITIES MAPPING

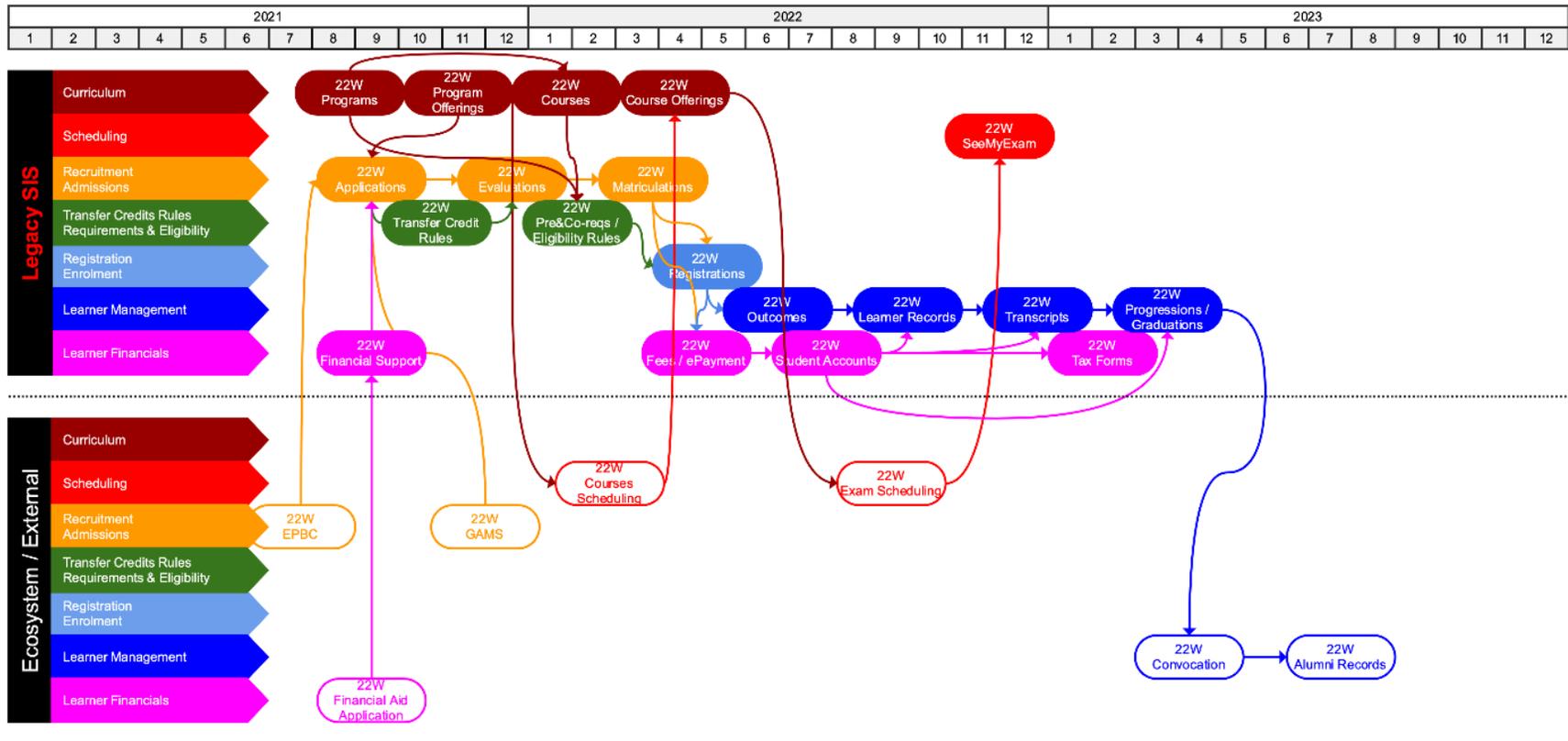
To best understand and compare capability ownership between the current legacy Student Information System (SIS) and the Student Ecosystem (which includes both Workday Student and Student Point Solutions) the team has produced capabilities maps to offer a visualization of the where the responsibilities currently lie and when they will transition out of the legacy SIS.

The first map shows the current state of capabilities in the legacy SIS, which is strictly aligned to the academic cycle. This shows current Academic years 2021 to mid-way through 2023, which is when the Student Ecosystem begins its initial launch.



Capabilities Mapping - Current State:

Current state capabilities included the legacy SIS

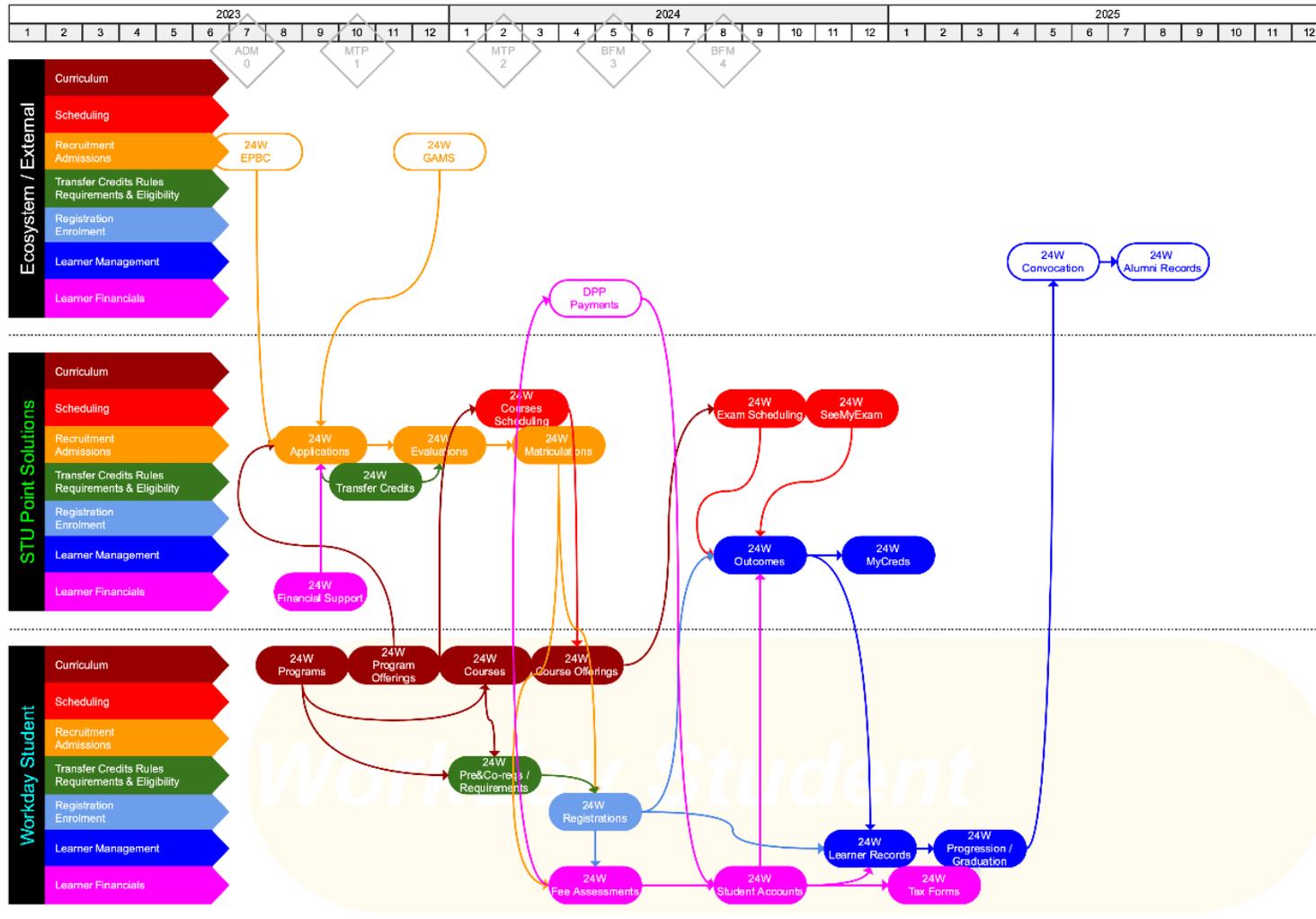


This leads to the capability mapping of the future state (including Workday as the core foundation and a selection of point solutions), which starts mid-way through 2023 and goes through to 2025, covering all Student Ecosystem go-lives.



Capabilities Mapping - Future State:

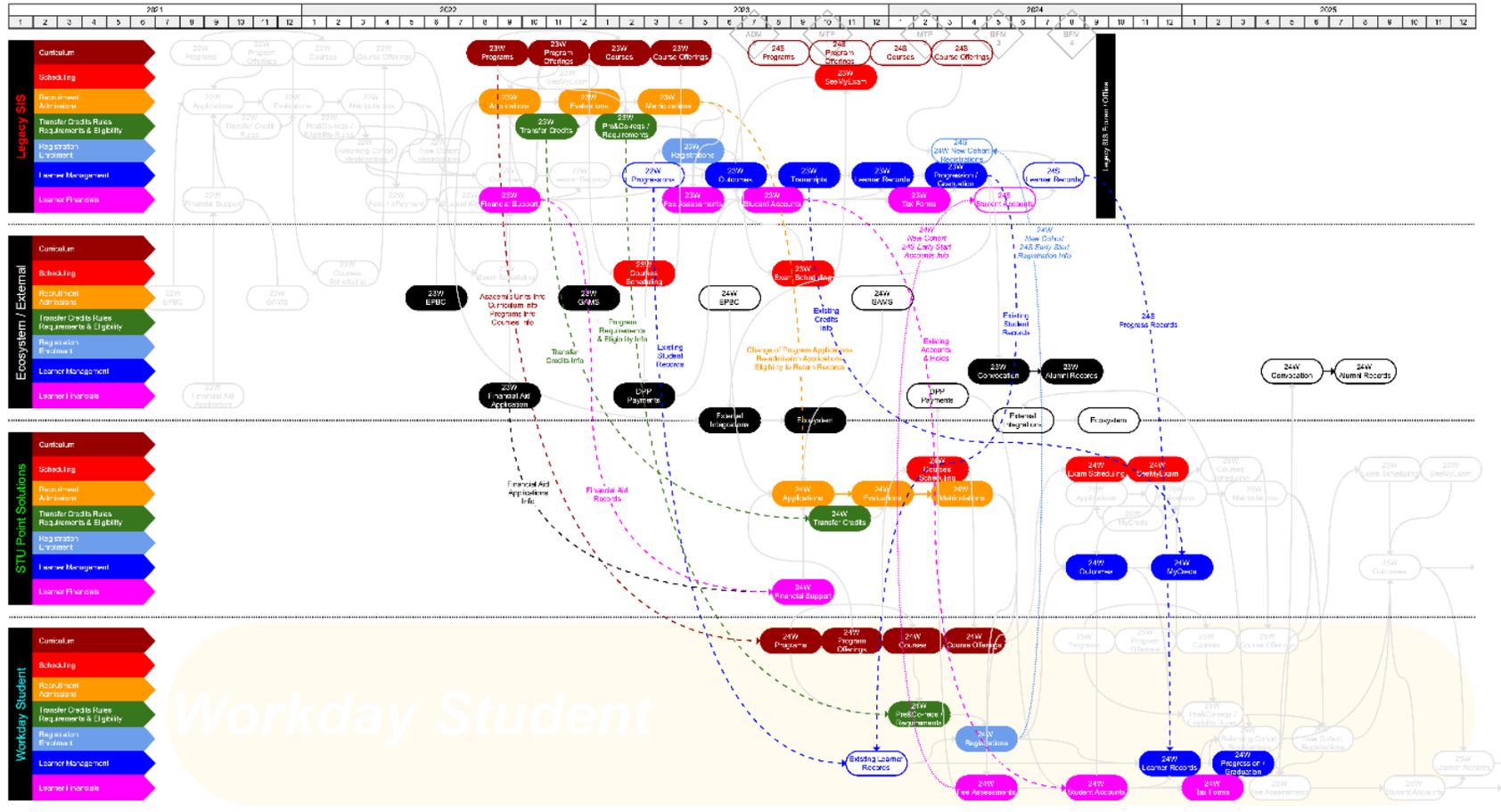
Future state capabilities include Workday as a core foundation plus point solutions





Capabilities Mapping - Current State to Future State

It is critical to clearly understand the transition required to move from current to future state.





The above capabilities map highlights the interdependencies of the Legacy SIS and the Student Ecosystem Solution between now and late 2024. As functionality is launched through the IRP Student Program there are processes that will require the two systems to work simultaneously until all Ecosystem features are live, and until the SIS is frozen in late 2024.

This means our Students will have varying experiences and processes depending on when they began their studies and when they are slated to graduate. All iterations of Student processes (whether they are required to use both SIS and Workday) will be supported and is carefully mapped out with interdependencies noted and prepared for.

In the above diagram you can see the years of overlap between cycles where both systems will be running simultaneously. This indicates when the responsibility moves from SIS to the Student Ecosystem with everything transitioning out of SIS in mid-2024.

TIMELINE

In order to ensure the milestones are met the team has put together a comprehensive and consolidated plan that is tracked daily and reported on weekly via the Status Report. The consolidated plan consists of over 1800 deliverables.

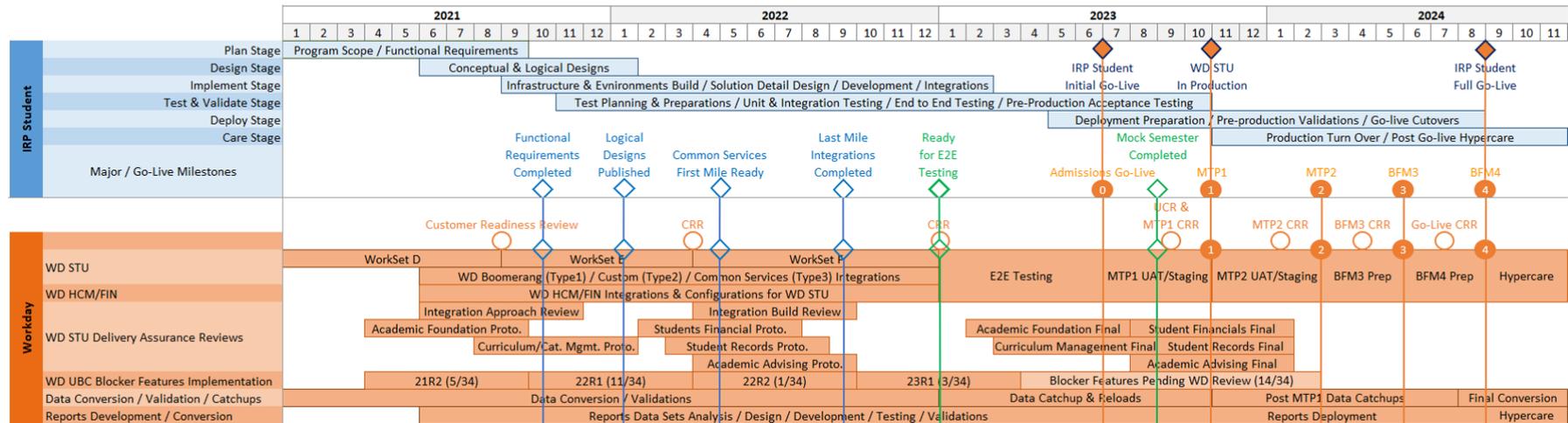
The program timeline is tight. It has been acknowledged from the beginning that one of the biggest risks to the program is the schedule. Currently there is very little schedule contingency built into the timeline. As these critical path milestones are monitored, the deadlines will be hard and non-negotiable. Wherever possible teams will be encouraged to deliver early to build in schedule contingency. Support from all levels will be necessary to keep people focused and on track. Now that the revised Status Report and Consolidated Plan are in use, the PMO have built activities into their schedule to operationalize the plan. This includes milestone tracking, weekly PMO milestone reviews, and continual plan refinement as new information becomes available to ensure the program hits our deadlines.

A simplified program timeline overview has been created and is broken down into two areas, IRP Student and Workday, this view highlights milestones for the entirety of the program.



PROGRAM TIMELINE

PREPARED BY IRP PMO, PERIOD ENDING THURSDAY, AUGUST 12



CONCLUSION & NEXT STEPS

The Student team remains focused on schedule, budget, and scope management. The health of the program will be tracked based on the Status Reports and Consolidated Plan.

Next steps include the continuation of Wave 1 program recruitment as well as the finalization of the remote work policy for the IRP Student Program. Work will begin in the early fall on the infrastructure and environment builds and test planning and preparations will soon be underway.

IRP Student Update

Finance Committee

September 2021

Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan

Peter Smailes, Vice-President Finance & Operations

Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver

Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan

Kate Ross, Associate Vice-President Enrolment Services and Registrar

Jennifer Burns, Chief Information Officer and AVP Information Technology

Corinne Pitre-Hayes, Interim Program Director, Integrated Renewal Program Student



Agenda



- Current Status
- Key Milestones
- Capabilities Mapping
- Timeline
- Summary

Note to readers: Please use the zoom function in Diligent to see the details in the charts

Current Status

The Program is tracking green with the Consolidated Plan delivered and recruitment in progress



IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING THURSDAY, AUGUST 12

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Program Health		
Scope: ✓ ✓ →	Resources: ✓ ⚠ ↓	Schedule: ✓ ✓ →

Program Highlights	
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New Risks and Issues							
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Top Focus Area
Program Recruitment
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Leadership Support / Action Required
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Key Milestones



PROGRAM MILESTONES

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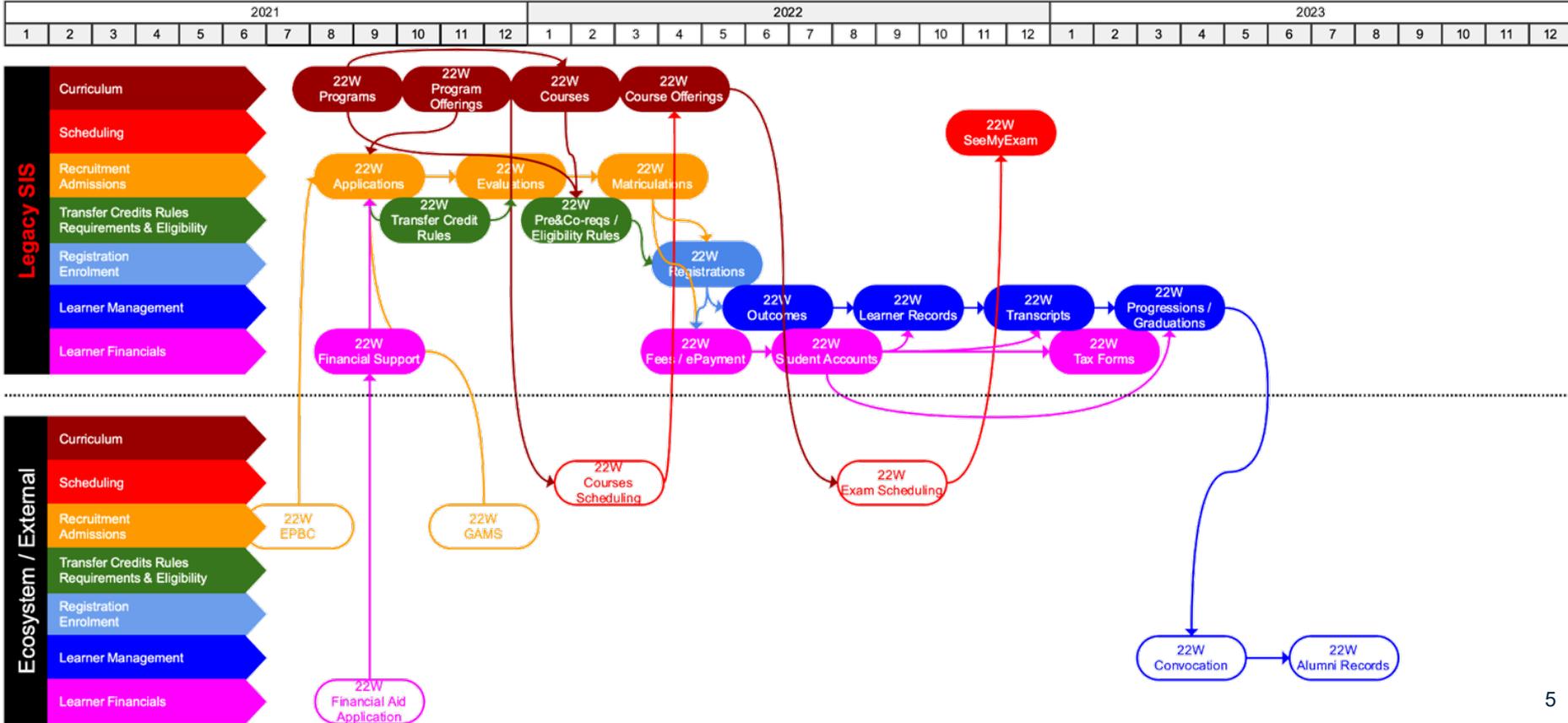
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Capabilities Mapping – Current State

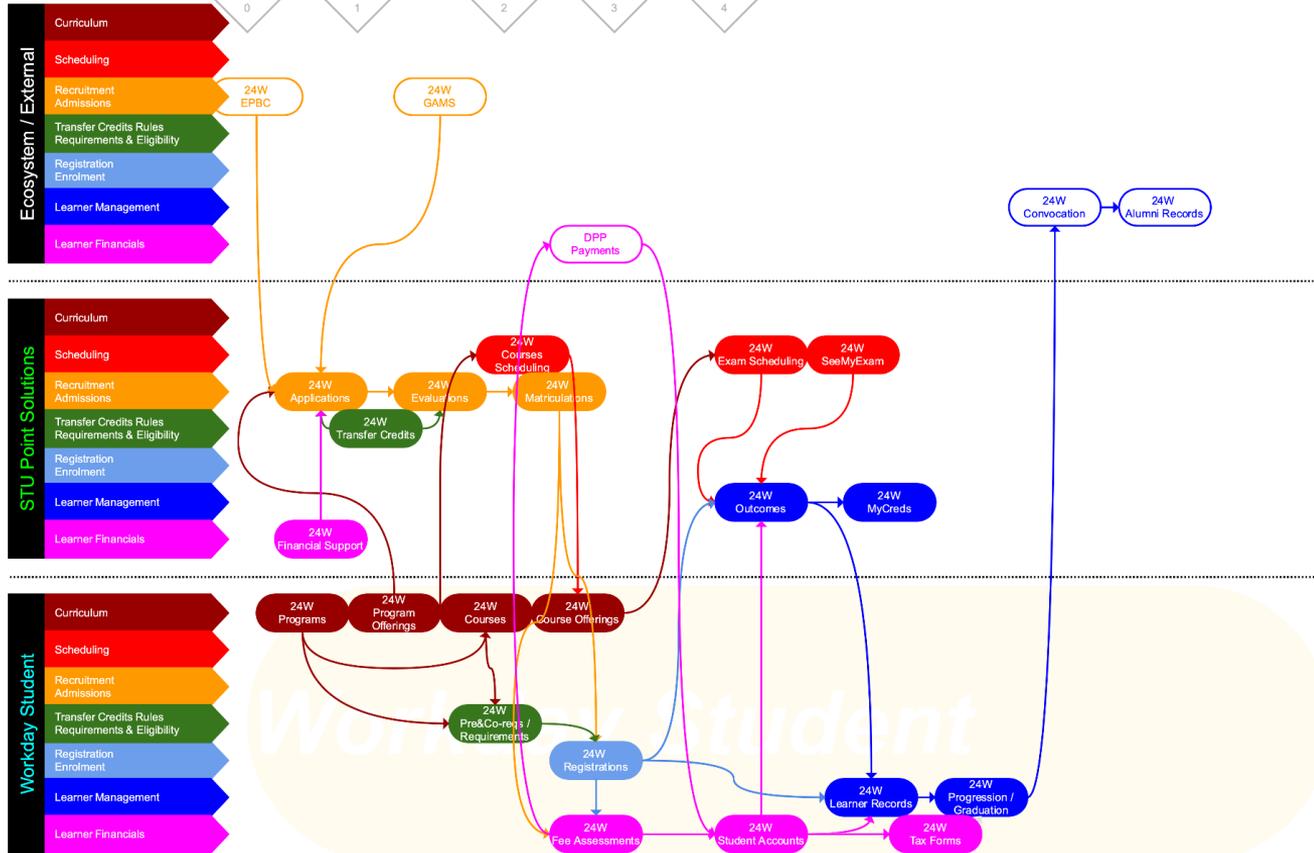
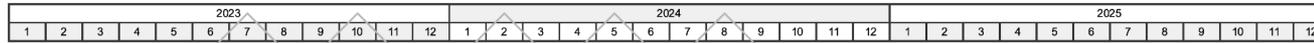


We are starting from a base of current Student capabilities, strictly aligned with the Academic cycle



Capabilities Mapping – Future State

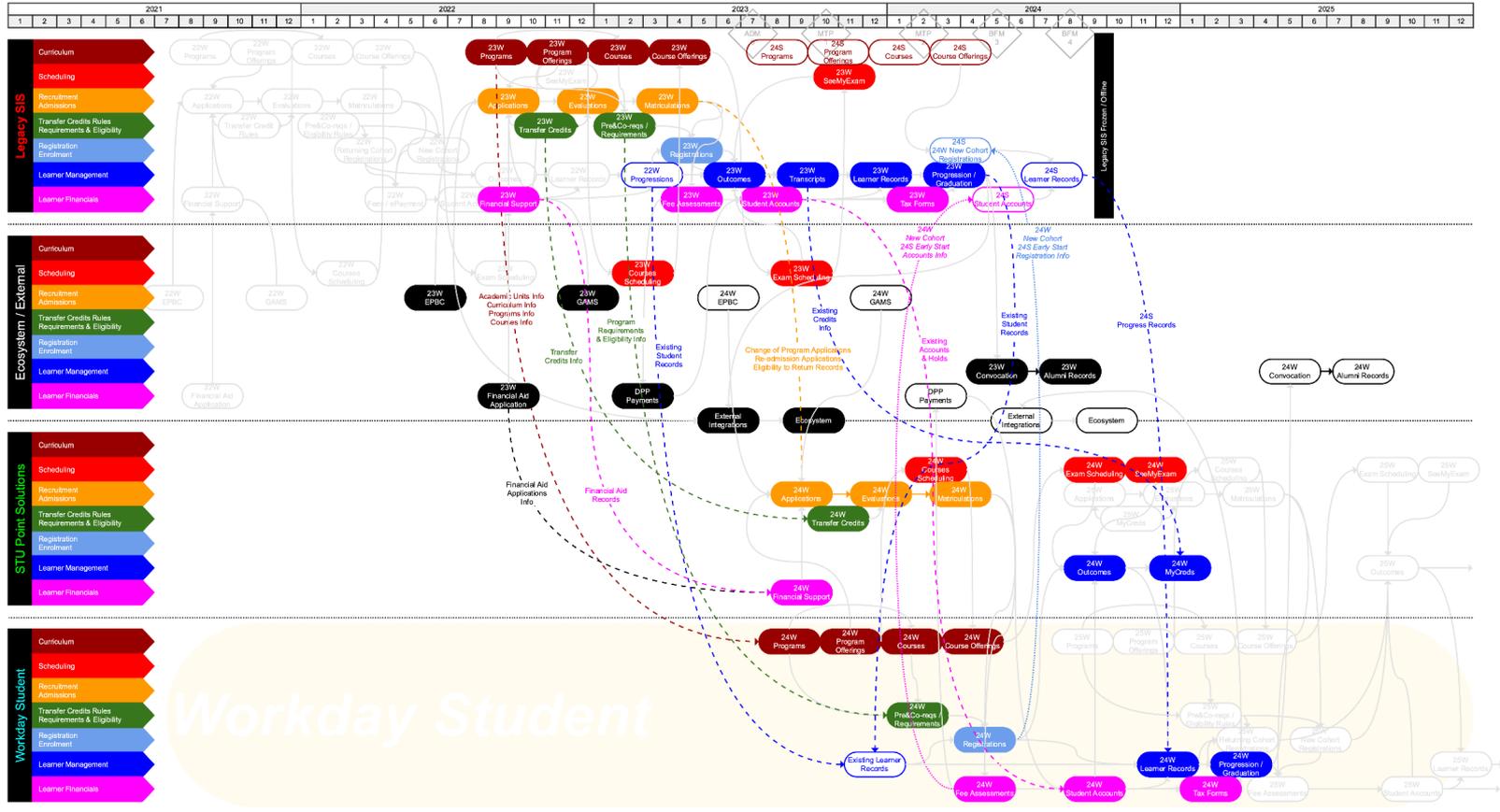
Future state capabilities will include Workday as a core foundation plus point solutions



Capabilities Mapping – Current to Future State



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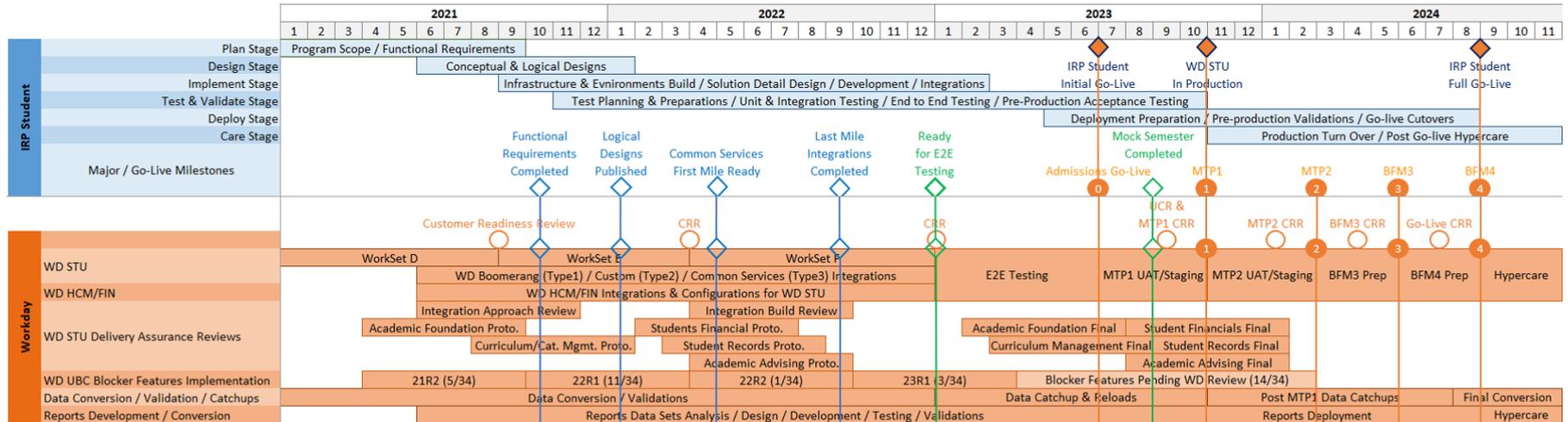


Timeline



PROGRAM TIMELINE

PREPARED BY IRP PMO, PERIOD ENDING THURSDAY, AUGUST 12



Summary



- Current overall status is green
- Capabilities Mapping and Consolidated Plan are completed
- Key Milestones are being tracked
- Detailed planning has highlighted that due to earlier delays, the Program has very little schedule contingency
- The Program appreciates the support of ITAC, the Board, Executive Sponsors, Co-lead Sponsors, Academic Sponsors, and all key stakeholders to assist in adhering to the Plan