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<b>SUBJECT</b>	Integrated Renewal Program – Student
<b>SUBMITTED TO</b>	Finance Committee
<b>MEETING DATE</b>	June 15, 2022
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: <b>OPEN</b>
<b>REQUEST</b>	For information only – No action requested
<b>LEAD EXECUTIVE</b>	Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan
<b>SUPPORTED BY</b>	Karamjeet Heer, Interim Vice-President Finance Gage Averill, Provost and Vice-President Academic pro tem, UBC Vancouver Rehan Sadiq, Provost and Vice-President Academic pro tem, 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 Cam Gray, Executive Director, HR Operational Excellence Carri Lawrence, Director, Financial Operations, UBCO Corinne Pitre-Hayes, Program Director, Integrated Renewal Program Laura Wecker, Manager, Program Administration & Internal Communications

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#### **PRIOR SUBMISSIONS**

The subject matter of this submission was most recently considered in March 2022; at that time, the Board of Governors approved a funding release of \$84.0 million (including contingency) for the fiscal year 2022-2023 within a total program envelope of \$284.9 million (including contingency).

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#### **EXECUTIVE SUMMARY**

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

On June 24, 2021, the Board approved replacement of the current SIS and granted Board 3 approval for implementation of the Student components of the Integrated Renewal Program within a total budget envelope of \$284.9 million (including contingency). The approval request included a release of \$54.4 million for 2021-2022. Subsequently, the Board approved a release of \$84.0 million for 2022-2023.

Since that time the IRP Student program has continued to forge ahead. Wave 2 of Program recruitment is on target with over 92% offers completed, allowing HR to shift focus to Wave 3 hiring. Hiring has been steady; and HR is working on a retention strategy. The weekly Status Report provides insight and transparency into the work that is occurring each week, and highlights challenges the Program faces. To address the large volume of work slated for Milestone 3 targeted re-sequencing and redeployment of key resources has occurred to mitigate risk with respect to items on the critical path.

IRP Student built a holistic Program timeline to visually represent the work taking place and to communicate the iterative launch sequence of the Workday Student system, beginning with Launch 1 in October 2023. The graphic illustrates the capabilities going live in each launch and identifies when stakeholders get access to Workday Student. The term Workday Student is replacing the Student Information System (SIS) terminology and encompasses all aspects of the student system including the Point Solutions, the Workday platform, and the wider Ecosystem.

As the program progresses, there are two key risks that IRP is monitoring very closely. The first is the Learner Financial Support (LFS) point solution. There have been issues with the solution supplier which has led to schedule delays. A closer partnership approach has been adapted with the supplier, which has resulted in significant improvements, with progress being closely monitored to ensure LFS gets back on schedule. The second key risk is the small number of remaining Workday “blockers”. There are a few blockers that remain in progress and are critical to IRP meeting the timeline. UBC continues to work very closely with Workday to resolve these items to ensure a successful implementation.

IRP Student completed a budget recast to better align the spend within each fiscal year to the updated project plan. There is currently no change to the overall budget (\$206.9 million), \$10 million that was not spent in FY 2021-2022 is required in future years and there is a change in the spending between years.

A Contingency and Management Reserve process was approved by Steering and Executive Sponsors. The Management Reserve is a portion of the contingency fund that falls under the authority of program leadership. Authority starts with the Program Director and Finance Manager and then escalates to the Steering Committee, the Executive Sponsors Committee, and finally the UBC Board of Governors.

While the workload is significant, the team continues to work diligently through difficult circumstances. We are intensely focused on ensuring a successful completion of Milestone 3.

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## APPENDICES

1. Current Status – Status Report
2. Milestone 3 & One Program Approach
3. Workday Student Terminology & Timeline
4. Key Risks & Issues
5. IRP Student Budget Recast
6. Contingency & Management Reserve
7. Pulse Survey Results
8. Conclusion & Next Steps

## PRESENTATIONS

1. IRP Student Presentation



## CURRENT STATUS

The 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 which shows the overall health of program 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.

IRP Student leadership completed the Milestone 2 Review and based on the articulated milestone deliverables and through the achievement of version 3.0 of the Consolidated Plan achieved a 93% pass rate upon review by the PMO. The remaining 7% received conditional passes with some of the items simply requiring additional sign off. Through the Milestone Review, leadership identified a significant number of deliverables ahead for future Milestones and bottlenecks in certain areas that if not resolved could cause a delay to the scheduled deployment. This review shifted the Schedule from amber to red. The SLT completed a resequencing exercise to pinpoint critical areas and how to de-risk them. This included reprioritization of work and/or sharing resources between teams to complete work according to the revised plan. Schedule will remain red throughout the implementation of the resequencing activities, and a trigger will be defined to shift the status back to amber. It is important to note that no changes in scope have been identified at this point of the resequencing efforts. While the timeline remains a challenge, it is a positive sign that the team is actively engaging with the plan and has identified areas of concern now, when adjustments can be made.

Resources have shifted back to green, based on achieving over 80% offers complete for Wave 2. Offers accepted have reached 92% with postings continuing to receive a steady number of applications and interviews are taking place for the remaining openings. The IRP Student HR team have now focused their attentions to Wave 3 hiring, as indicted by the Recruitment dashboard below.



# IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY MAY 25, 2022

### Program Health

Scope: ✔ ✔ → Resources: ✔ ✔ → Schedule: ✘ ✘ →

<b>Current Status</b> <span style="color: green;">✔</span> On track <span style="color: orange;">⚠</span> At risk <span style="color: red;">✘</span> Off track <span style="color: green;">✔</span> <span style="color: green;">✔</span> Past / current week Status	<b>Projected Trend</b> Receiving attention ↑ Holding → Slippage imminent ↓	<b>Risk Scoring Metrics</b> <span style="color: red;">●</span> Very High <span style="color: orange;">●</span> High <span style="color: yellow;">●</span> Medium <span style="color: green;">●</span> Low  <span style="color: blue;">▲</span> Operations Risks
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Program Highlights	
Key Accomplishments (This Week)	Upcoming Activities (Next Week)
<ul style="list-style-type: none"> <li>Milestone 3 Review meeting has been scheduled for July 28</li> <li>BPMS Contract signoff is complete.</li> <li>Initial alignment of LFS capabilities with CP has been completed</li> <li>Updated the Change log to include attributes in support of the Framework for Requirement Adjustments.</li> </ul>	<ul style="list-style-type: none"> <li>Continued focus on completing work for Milestone 3 Interim Check-ins</li> <li>Continuing to re-flag Milestone 3 LFS revised plan and identifying firm deliverables and incorporating critical items into the M3 Tracker</li> <li>PMO to start receiving CAB agenda notifications from ISC regarding changes</li> </ul>

### Top Risks and Issues

#### Inherent Risk Heat Map

Current Impact	Current Probability				Total
	1 - Unlikely	2 - Possible	3 - Likely	4 - Almost Certain	
4 - Critical	1	2	1	1	4
3 - High	1	5	5	7	18
2 - Medium	3	10	10	10	30
1 - Low	3	3	2	2	5
<b>Total</b>	1	20	18	18	57

Active Risk Count – Weekly Variance [+1]

#### Very High Risks and Issues

**New Very High Risk:**

- None

**Response Plan Executed:**

- None

**New Very High Issue:**

- None

Top Focus	Leadership Support or Action Required
<b>Schedule</b> <ul style="list-style-type: none"> <li>Schedule status remains Red</li> <li>Key skilled resources deployed to support delivery of Milestone 3 critical items</li> <li>Monthly interim check-ins scheduled (May, June)</li> <li>Milestone 3 Review scheduled (July)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing support to get LFS on track</li> <li>Ongoing support for “Student 1.0” approach for IRP Student first deployment</li> <li>Ongoing support for working through cross platform issues</li> <li>Ongoing support for resolving new requirements</li> </ul>



Pressure has been felt by the teams caused by the large scale hiring in terms of onboarding however, overall work is continuing at pace. IRP Student has been able to remain competitive by offering remote work options and negotiating salaries where possible. Some focus areas are starting to see a thinning talent pool for particular areas of expertise especially within Technical Delivery, Solution Architecture, and Student Solutions. Trends do suggest the need to hire contractors for some outstanding, hard to fill positions. IRP Student did account for this possibility during the budgeting phase of the Program. A reserve was included in the budget to cover costs for hiring contractors if and when needed. At this time a very small percentage of the program team are contractors, with the majority having become employees.

With Resources shifting back to green, HR is no longer actively monitoring absences across the teams due to Covid-19/illness as the absences have and continue to be minimal and manageable. The Program is beginning to see an increase in churn, with higher than previous levels of resignations. The levels remain within a manageable range, but have increased since fall of 2021. To address this, HR is working on a retention strategy.

## PROGRAM RECRUITMENT PROGRESS

PERIOD ENDING WEDNESDAY MAY 25, 2022

Snapshot of IRP Student recruiting progress is highlighted below

WAVE 3 PERIOD: 06/01/2022 - 11/30/2024					
Wave 3 - Internal Hiring into Positions			Wave 3 - External Hiring into Positions		
	N/A	% Position Posted		39%	% Position Posted
	GREEN	Overall Status		GREEN	Overall Status
	N/A	Offers Completed		7%	Offers Completed

Percent Complete (per position) by key stage gate of recruiting							
Wave 3 - Internal Hiring into Positions				Wave 3 - External Hiring into Positions			
	Actual	Planned	Percentage		Actual	Planned	Percentage
Approved for Hiring inside IRP	0	0	N/A	Approved for Hiring inside IRP	71	71	100%
Job Descriptions Completed	0	0	N/A	Job Descriptions Completed	35	71	49%
Position Approved by Compensation	0	0	N/A	Position Approved by Compensation and HR	32	71	45%
Position Approved by HR and in WD	0	0	N/A	Jobs posted in WD	28	71	39%
Offers Made	0	0	N/A	Offers Made	6	71	8%
Offers Accepted	0	0	N/A	Offers Accepted	5	71	7%

Recruitment Update	HR Action Plan and Outlook
<ul style="list-style-type: none"> <li>May 18 2022 to May 25 2022 = Received 84 since last week for all positions posted</li> <li>Expected offers this week (2): BA II, Student and PM II, Tech Delivery</li> <li>1 resignation: Senior QA Analyst</li> <li>0 offers declined</li> <li>End wave 2 off with the 92% offers accepted and wave 3 dashboard live now.</li> </ul> <p><b>Workstream Updates:</b></p> <ul style="list-style-type: none"> <li>QA: on track</li> <li>ECO: on track</li> <li>TECH: Recruitment underway for outstanding positions. On track.</li> <li>TCM: on track</li> <li>STU: recruitment underway for newly added roles. On track</li> <li>SADR: Recruiting BA II, &amp; Senior Manager, Data Conversion. Interviews underway.</li> <li>DASS (Jeremy): Recruitment underway for 2x QA II &amp; BA II.</li> </ul>	<ul style="list-style-type: none"> <li>25 interviews scheduled this week for various work streams</li> <li>Continue expediting reference checks and offer letters.</li> <li>Wave 3 in 8%, however technically it has not started yet.</li> <li>Starting Wave 3 in a good position as we carry over a small handful of positions outstanding from Wave 2 into Wave 3.</li> <li>50% of the remaining positions are Student Learning Rovers which are hired in bulk in July 2023.</li> <li>There are only about 33 standard positions we will be looking to fill over the Wave 3 period.</li> </ul>

SLT members are dedicating significant time to re-sequencing efforts to get Schedule on track and to ensure a successful deployment. While the planning continues the IRP Student teams are focused and working hard to meet timelines and have embraced the one program approach.



### MILESTONE 3 & ONE PROGRAM APPROACH

The results of Milestone 2 led to an update of the Consolidated Plan and highlighted the need to re-sequence specific areas within Milestone 3 to ensure all activities identified as part of the critical path are completed on time. The resequencing effort was carefully reviewed by program senior leaders who reviewed priorities based on when the functionality will be adopted by the community and addressing bottlenecks to mitigate Schedule delays. The SLT completed a 3-day workshop confirming the list of critical items and identifying capacity issues according to the updated Resource Heatmap. The team is working proactively to address and solve problems in a timely and intentional manner.

To closely monitor monthly progression the PMO developed a Weekly Program Progress Dashboard into the Status Report. It highlights any items that are at risk of not being completed on time, or are past due. The items are broken down by focus area and by month and are reviewed by leadership each week.

## PROGRAM MILESTONES

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY MAY 18, 2022

### Weekly Program Progress Dashboard

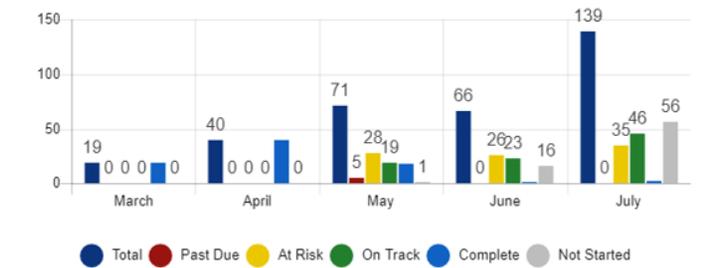
#### Program Milestone Overview

Milestone Summary	Weekly Variance	Overall Progress
<b>1725</b> Total Milestones	<b>-2</b> Total Milestones	<b>363</b> Total Target Complete
<b>356</b> Complete	<b>+5</b> Complete	<b>356</b> Total Actual Complete
<b>544</b> In Progress	<b>+32</b> In Progress	<b>7</b> YTD Past Due
<b>825</b> Not Started	<b>-39</b> Not Started	

#### Check Point #3 Overview

Check Point Summary	Check Point RAG
<b>335</b> Total	<b>88</b> On Track
<b>80</b> Complete	<b>89</b> At Risk
<b>182</b> In Progress	<b>5</b> Past Due
<b>73</b> Not Started	

#### Monthly Progression



- SLT Teams**
- ARCH (Luca/Andy) – Solution Architecture
  - ECO (Eddie) – Ecosystem Delivery
  - PMO (Susan) – Program Mgmt. Office
  - QA (Donia) – Quality Assurance
  - SADR (Sharon) – Security, Access, Data & Reporting
  - SSD (Asima) – Student Solution & Delivery
  - TCM (Jodie) – Transformation & Change Mgmt.
  - TECH (Garry) – Technical Delivery



IRP Student was built on a model aimed at eliminating project silos and allowing for flexibility and cross focus area support, known as the One Program approach. This structure creates mobility and allows for resources to be shared or temporarily redeployed when there is a need, to ensure timelines are met. In response to the program Schedule shifting to red, 15-20 employees were identified and temporarily redeployed to areas deemed at risk. All impacted staff have begun their new assignments and teams are seeing the rewards. The overall IRP Student team has adopted, adapted, and embraced the One Program approach. IRP continues to receive outstanding support from Sponsors to complete the analysis and share outcomes.



## WORKDAY STUDENT TERMINOLOGY & TIMELINE

To eliminate confusion between IRP Release 1 and the IRP Student Program, IRP Student has solidified new terminology to differentiate and simplify how we talk about the program versus the solutions. What is currently referred to as the Classic or Legacy SIS will be replaced with Workday Student (WD STU). The term Workday Student encompasses the functionality inside and outside Workday, including Point Solutions and ecosystem applications. The UBC and IRP mission to renew the student information ecosystem will be comprised of three consecutive launches (previously referred to as a Go-Live):

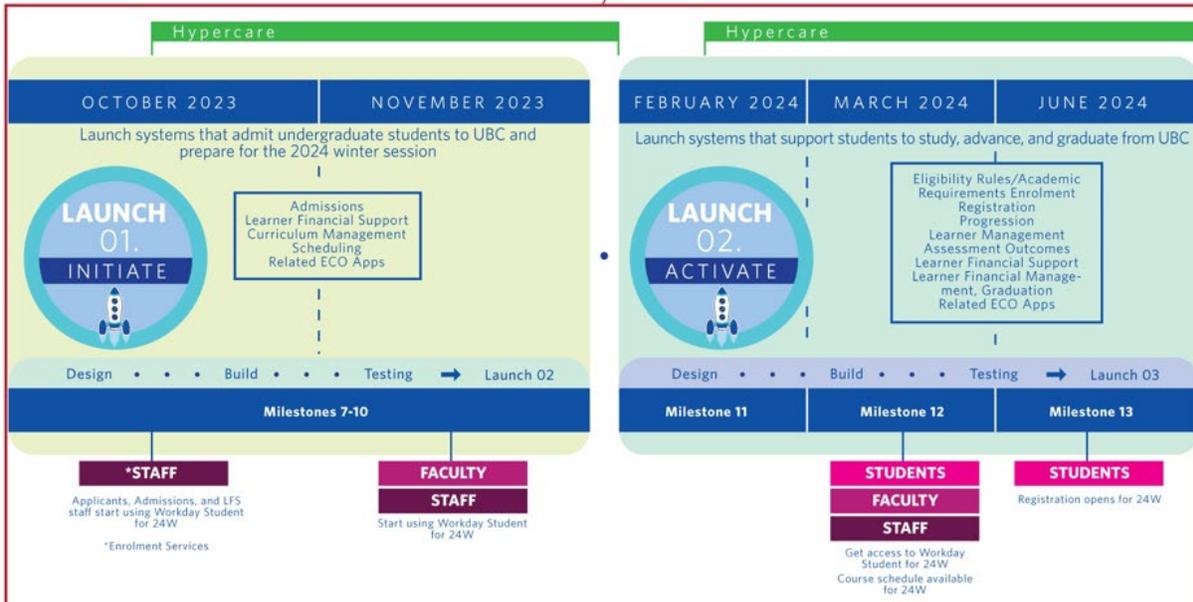
Launch 1: Initiate – Launch systems that admit undergraduate students to UBC and prepare for the 2024 winter session

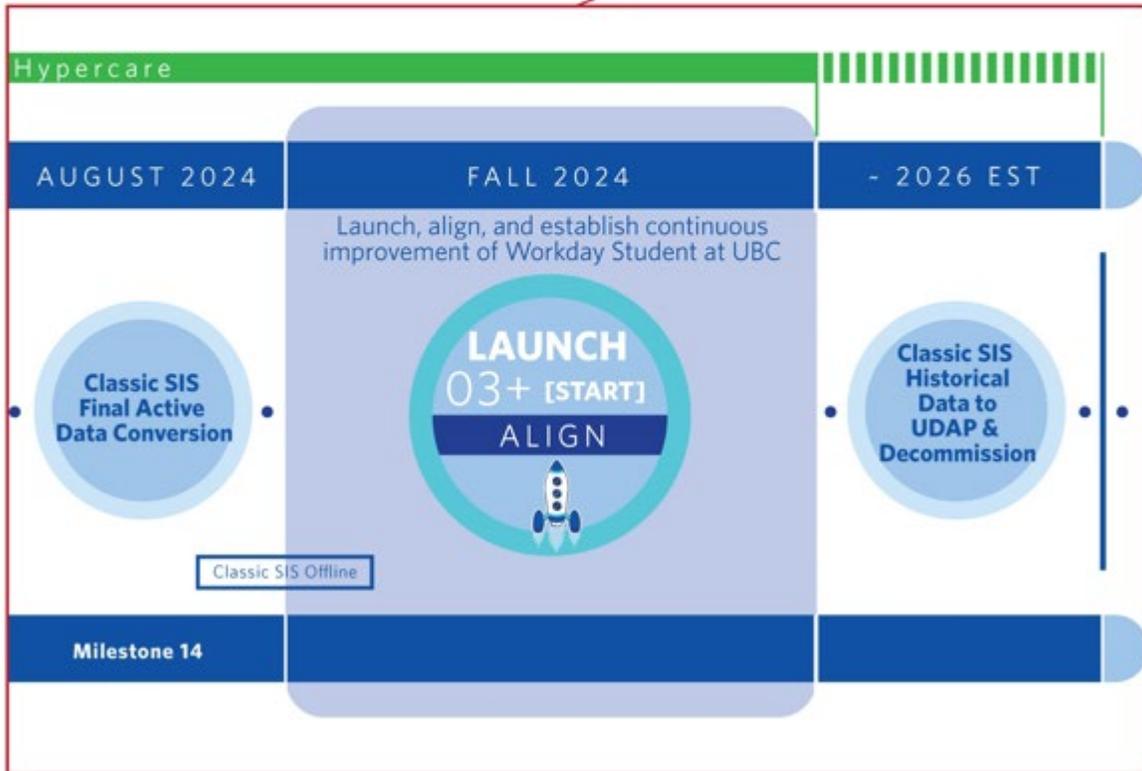
Launch 2: Activate – Launch systems that support students to study, advance, and graduate from UBC

Launch 3: Align – Launch, align, and establish continuous improvement of Workday Student at UBC

To introduce the program and community to the new terminology and to prepare for future campaigns IRP Student developed a high-level program and implementation timeline that illustrates the beginning of the IRP Student project to the final stages when the Classic SIS goes offline and is decommissioned was made apparent. A roadmap that could be used by both program team and the community alike, that showed the progression, timing, and impacted parties along the way. To clearly demonstrate this the IRP Student High Level Timeline was created, for Workday Student, the ecosystem replacing the Classic or Legacy SIS.







Program milestones are illustrated in the timeline above including the three Launch dates and their functionalities. It shows the history of the project beginning with SASI and shows the progression of IRP Student through the Architecture phase to the final decommissioning of Classic SIS in 2026. This high-level timeline has been circulated with the program team, stakeholders, and will continue to be shared with the UBC community.



## KEY RISKS & ISSUES

Good progress continues to be made by the Program team. As timeline refinement continues, we know the next two Program milestones, Milestone 3 (Design) and Milestone 4 (Build), are critical to achieving our objectives on the current timeline. To support success the team has adjusted capacity using the One Program approach and clearly identified the Critical Path for Milestone 3 to reduce a risk of delay. The critical items are tracked closely with 2 interim check ins scheduled before the end of the Milestone. Based on success with Milestone 3, a similar process will be adapted for Milestone 4.

As work continues there have been 2 challenge areas that IRP has come across. The first being challenges with the Learner Financial Support (LFS) point solution. There have been a number of issues with the solution supplier, which have led to schedule delays. To combat this, a renewed, closer partnership approach was taken with the supplier, which has resulted in significant improvements, and progress is carefully monitored to ensure LFS gets back on schedule.

The other challenge facing IRP is the small number of remaining Workday “blockers”. Majority of Workday blockers have been resolved, however a few key items are still in progress. The team is working very closely with Workday to resolve these remaining items and UBC is partnering with Workday to ensure a successful implementation.

These items are being closely monitored and IRP Student will provide updates at subsequent sessions.



## IRP STUDENT BUDGET RECAST

In January 2022, the IRP Student Program went through a budget recast or re-baselining. This was to better align spend within each fiscal year to the updated program plan and ensure project managers are held accountable to the most recent financial plan. There is no change to the overall program budget (\$206.9m), \$10m that was not spent in 2021/22 is required in future years and there is a change in the spending between years.

<i>(in millions)</i>	<b>Annual FY 2021/22</b>	<b>Annual FY 2022/23</b>	<b>Annual FY 2023/24</b>	<b>Annual FY 2024/25</b>	<b>Overall Program</b>
Budget Recast	31.9	69.7	78.4	26.9	<b>206.9</b>
Budget Current	41.9	61.0	72.1	32.0	<b>206.9</b>
<b>Variance Recast vs Current</b>	10.0	<b>(8.6)</b>	<b>(6.4)</b>	5.0	<b>0.0</b>

The recasting as demonstrated in the figure above highlights the changes between the current budget and the recast budget. There were two items removed from the budget, the Workday Admissions module (\$4 million) and Deloitte – Student (excluding Learner Financial Support) (\$7.5 million) and there were three items added or increased in the revised budget, Audit & Quality Assurance (\$2.8 million), Licenses & Tools (\$6.7 million), and Recruiting Costs (\$3.6 million).

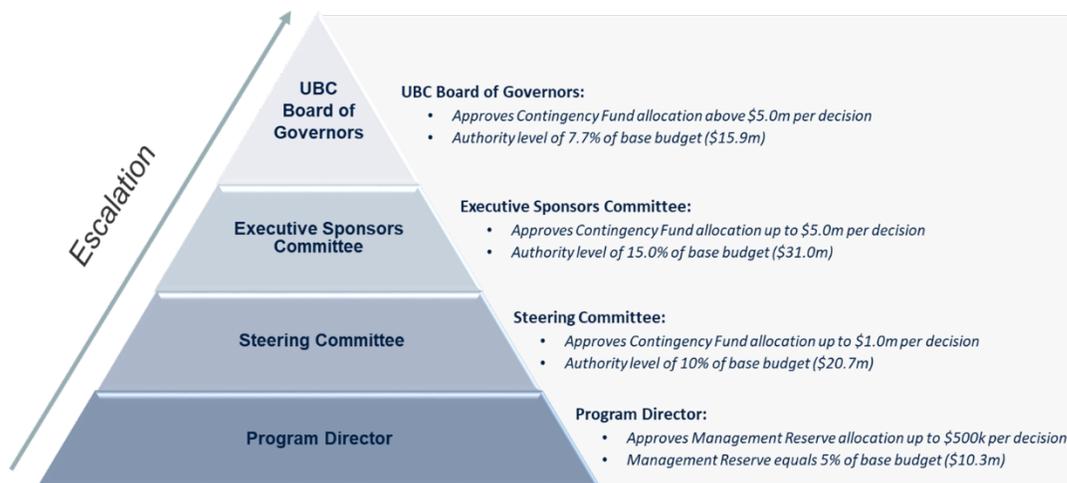
The budget recast was reviewed and approved by IRP Steering and Executive Sponsors.

## CONTINGENCY & MANAGEMENT RESERVE

A Contingency and Management Reserve process was approved by Steering and Executive Sponsors. The Management Reserve is a portion of the contingency fund that falls under the authority of program leadership. The process follows a tiered approach beginning with the joint authority of the Finance Manager and Program Director for up to 5% of the annual base budget as the beginning balance. All crystalized savings are added back into the reserve and any contingency requests are first funded from the reserve, until the maximum amount has been used (5% base budget + crystalized savings) after which requests will be funded through the remaining contingency balance, where the approval limits per decision are based on the authority levels.

The Program Director and Finance Manager can approve Management Reserve allocation up to \$500K per decision (Management Reserve equals 5% of the base budget, or \$10.3M). Next the request is escalated to the Steering Committee who approves Contingency Fund allocation up to \$1M per decision with an overall authority level of 10% (\$20.7M). The third tier is the Executive Sponsors Committee level which can approve Contingency Fund allocation up to \$5M with an overall authority level of 15% of the base budget (\$31.0M). The top tier is the UBC Board of Governors which approves Contingency Fund allocation above \$5.0M per decision, and an authority level of 7.7% of the base budget (\$15.9M). The approach to Contingency and Management Reserve for IRP Student is very similar to the process formerly used for IRP HR/FIN, with the additional percentage over 30% allocated to the UBC Board of Governors.

### Contingency and Management Reserve – Authority Levels





## Contingency and Management Reserve - Comparison

	IRP STU <sup>1</sup>	R1 Completion <sup>2</sup>	IRP HR/FIN <sup>3</sup>	IRP HR/FIN <sup>4</sup>	AEP
Management Reserve	5.0 %	5.0 %	5.0 %	10.0 %	10.0 %
Steering Committee	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %
Executive Sponsors	15.0 %	15.0 %	15.0 %	10.0 %	22.0 %
BoG	7.7 %	0.0 %	0.0 %	0.0 %	0.0 %
<b>Total Contingency</b>	<b>37.7 %</b>	<b>30.0 %</b>	<b>30.0 %</b>	<b>30.0 %</b>	<b>42.0 %</b>

<sup>1</sup> Proposed, pending approval

<sup>2</sup> Proposed, pending approval

<sup>3</sup> IRP HR/FIN after May 2019

<sup>4</sup> IRP HR/FIN prior to May 2019

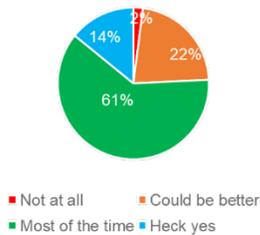


## PULSE SURVEY RESULTS

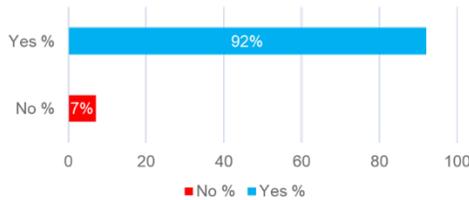
IRP Student holds monthly team-wide meetings. In these meetings all of the focus areas are brought together to provide program updates, recognize good work, and ask the Student Leadership Team questions via the anonymous Q&A platform Slido. At alternating meetings, the team is asked to complete a 5-question survey, checking in on team morale and job satisfaction. In early April, internal communications, HR, and TCM circulated a 21 question Pulse Survey. The Pulse Survey will be completed twice a year and will analyze trends between the bi-monthly and the bi-annual survey results. The Pulse Survey was sent to a total of 354 employees with 304 individuals completing the survey, which is an 86% response rate. The Appendix contains a summary of key successes and areas to watch.

### Pulse Survey Results – Successes

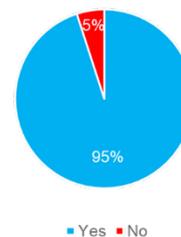
Do you feel adequately engaged & informed with the Program



In your work do you feel you have personal agency, the ability to proactively solve issues and provide feedback?

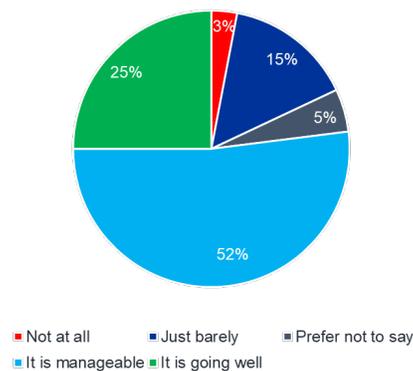


Are you comfortable asking questions or sharing concerns with your manager?

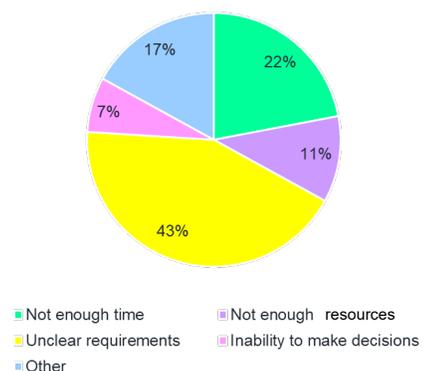


### Pulse Survey Results – Areas to Watch

Are you successfully managing your workload?



What is the biggest obstacle you face when working to meet deadlines?





## CONCLUSION & NEXT STEPS

The Student Leadership Team is committed to working collaboratively to ensure alignment across all focus areas. There is a high density of work that is required over the coming months. Resourcing and capacity continue to be monitor as the team works to a tight timeline. Program recruitment for Wave 3.

# IRP Student Update

## Finance Committee

June 2022

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

**Karamjeet Heer, Interim Vice-President Finance**

**Gage Averill, Provost and Vice-President Academic pro tem, UBC Vancouver**

**Rehan Sadiq, Provost and Vice-President Academic pro tem, UBC Okanagan**

**Kate Ross, Associate Vice-President Enrolment Services and Registrar**

**Jennifer Burns, Chief Information Officer and AVP Information Technology**

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



# Agenda

## Key Topics

1. Current Status
2. Recruitment Update
3. IRP Student High Level Timeline
4. Key Risks & Issues
5. IRP Budget Recast
6. Management & Contingency Reserve
7. Pulse Survey Results

# Current Status

Scope and Resources green, Schedule red pending successful completion of Milestone 3 critical items

## IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY MAY 25, 2022



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**Very High Risks and Issues**

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**Response Plan Executed:**

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**New Very High Issue:**

- None

Top Focus	Leadership Support or Action Required
<b>Schedule</b> <ul style="list-style-type: none"> <li>Schedule status remains Red</li> <li>Key skilled resources deployed to support delivery of Milestone 3 critical items</li> <li>Monthly interim check-ins scheduled (May, June)</li> <li>Milestone 3 Review scheduled (July)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing support to get LFS on track</li> <li>Ongoing support for “Student 1.0” approach for IRP Student first deployment</li> <li>Ongoing support for working through cross platform issues</li> <li>Ongoing support for resolving new requirements</li> </ul>

# Recruitment Update

Wave 2 recruitment largely complete with 92%+ offers accepted, we have now moved to Wave 3

## PROGRAM RECRUITMENT PROGRESS

PERIOD ENDING WEDNESDAY MAY 25, 2022

Snapshot of IRP Student recruiting progress is highlighted below

WAVE 3 PERIOD: 06/01/2022 - 11/30/2024						
Highlights	Wave 3 - Internal Hiring into Positions			Highlights	Wave 3 - External Hiring into Positions	
	N/A	% Position Posted			39%	% Position Posted
	GREEN	Overall Status			GREEN	Overall Status
	N/A	Offers Completed			7%	Offers Completed

Percent Complete (per position) by key stage gate of recruiting							
Wave 3 - Internal Hiring into Positions				Wave 3 - External Hiring into Positions			
	Actual	Planned	Percentage		Actual	Planned	Percentage
Approved for Hiring inside IRP	0	0	N/A	Approved for Hiring inside IRP	71	71	100%
Job Descriptions Completed	0	0	N/A	Job Descriptions Completed	35	71	49%
Position Approved by Compensation	0	0	N/A	Position Approved by Compensation and HR	32	71	45%
Position Approved by HR and in WD	0	0	N/A	Jobs posted in WD	28	71	39%
Offers Made	0	0	N/A	Offers Made	6	71	8%
Offers Accepted	0	0	N/A	Offers Accepted	5	71	7%

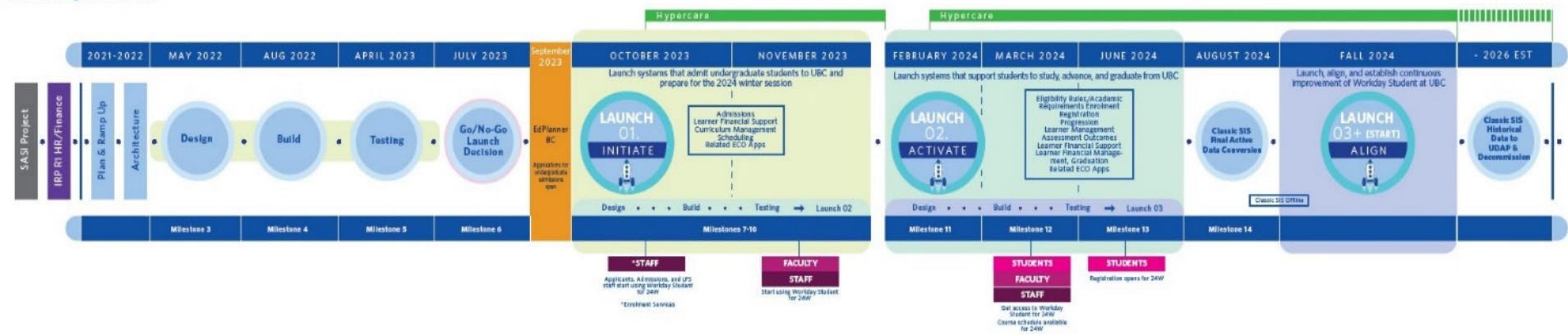
  

Recruitment Update	HR Action Plan and Outlook
<ul style="list-style-type: none"> <li>May 18 2022 to May 25 2022 = Received 84 since last week for all positions posted</li> <li>Expected offers this week (2): BA II, Student and PM II, Tech Delivery</li> <li>1 resignation: Senior QA Analyst</li> <li>0 offers declined</li> <li>End wave 2 off with the 92% offers accepted and wave 3 dashboard live now.</li> </ul> <p><b>Workstream Updates:</b></p> <ul style="list-style-type: none"> <li>QA: on track</li> <li>ECO: on track</li> <li>TECH: Recruitment underway for outstanding positions. On track.</li> <li>TCM: on track</li> <li>STU: recruitment underway for newly added roles. On track</li> <li>SADR: Recruiting BA II, &amp; Senior Manager, Data Conversion. Interviews underway.</li> <li>DASS (Jeremy): Recruitment underway for 2x QA II &amp; BA II.</li> </ul>	<ul style="list-style-type: none"> <li>25 interviews scheduled this week for various work streams</li> <li>Continue expediting reference checks and offer letters.</li> <li>Wave 3 in 8%, however technically it has not started yet.</li> <li>Starting Wave 3 in a good position as we carry over a small handful of positions outstanding from Wave 2 into Wave 3.</li> <li>50% of the remaining positions are Student Learning Rovers which are hired in bulk in July 2023.</li> <li>There are only about 33 standard positions we will be looking to fill over the Wave 3 period.</li> </ul>

# IRP Student High Level Timeline

## IRP Student High-Level Timeline Workday Student

Version 2 - May 2022



# Key Risks & Issues

While good progress is being made, key risks and issues are being closely monitored

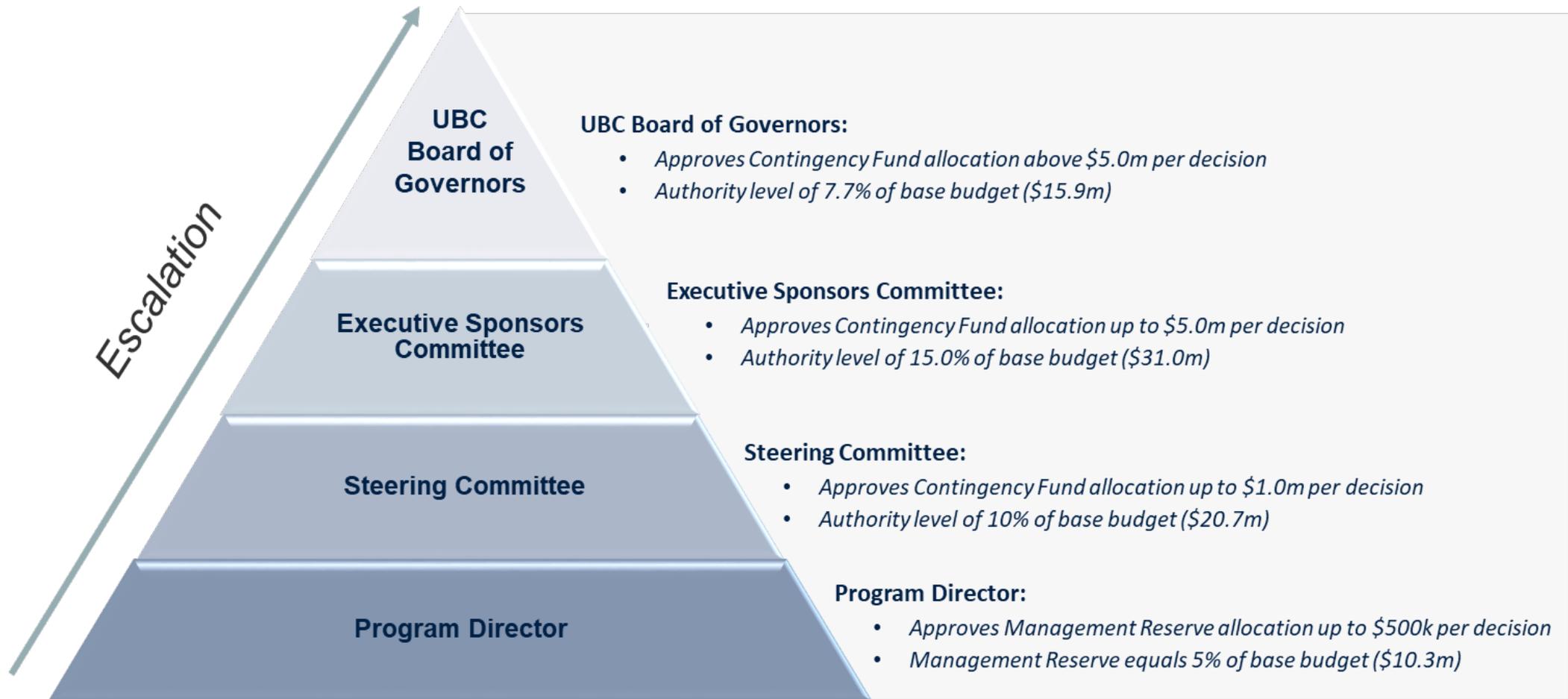
- The next two Program milestones, Milestone 3 (Design) and Milestone 4 (Build), are critical to achieving our objectives on the current timeline
  - Critical items for Milestone 3 clearly identified, and capacity adjusted to reduced the risk of delay
  - Completion of Milestone 3 critical items closely tracked with 2 interim check ins prior to the milestone end date
  - Based on success with Milestone 3, similar pattern to be followed for Milestone 4
- Challenges with Learner Financial Support (LFS) point solution
  - A number of issues with the solution supplier have led to schedule delays
  - Close partnership with supplier has resulted in significant improvements
  - Progress is being carefully monitored to ensure LFS gets back on schedule
- Small number of Workday “blockers” remaining
  - Majority of Workday blockers resolved, however a few key items are still in progress
  - The team is working very closely with Workday to resolve these remaining items
  - UBC partnering with Workday to jointly ensure a successful implementation

# IRP Student Budget Recast

- The IRP Student program went through a budget recast (re-baselining) in January 2022
- There is no change to the overall program budget (\$206.9m) but \$10m that was not spent in 2021/22 is required in future years and there is a change in the spending between years
- Recasting is to align spend within each fiscal year to the updated program plan and ensure project managers are held accountable to the most recent financial plan
- Financial Summary:

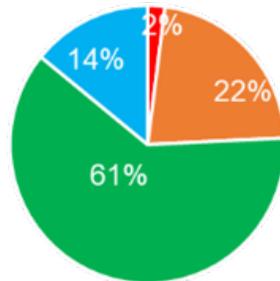
<i>(in millions)</i>	<b>Annual FY 2021/22</b>	<b>Annual FY 2022/23</b>	<b>Annual FY 2023/24</b>	<b>Annual FY 2024/25</b>	<b>Overall Program</b>
Budget Recast	31.9	69.7	78.4	26.9	<b>206.9</b>
Budget Current	41.9	61.0	72.1	32.0	<b>206.9</b>
<b>Variance Recast vs Current</b>	10.0	<b>(8.6)</b>	<b>(6.4)</b>	5.0	<b>0.0</b>

# Contingency and Management Reserve – Authority Levels



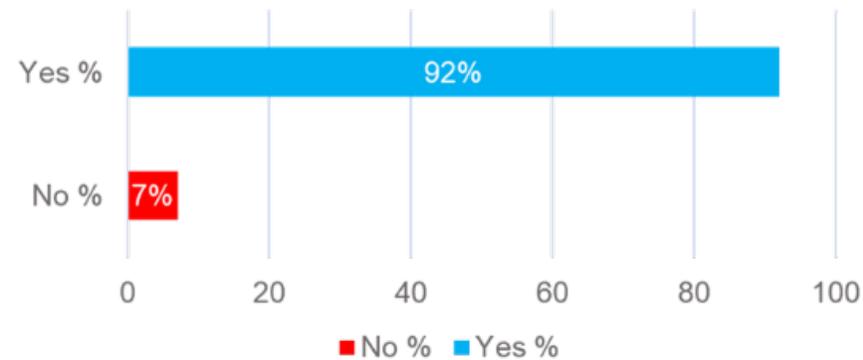
# Pulse Survey Results - Successes

Do you feel adequately engaged & informed with the Program



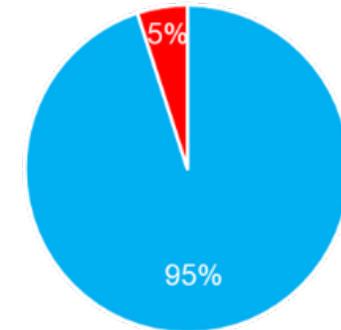
■ Not at all    ■ Could be better  
■ Most of the time    ■ Heck yes

In your work do you feel you have personal agency, the ability to proactively solve issues and provide feedback?



■ No %    ■ Yes %

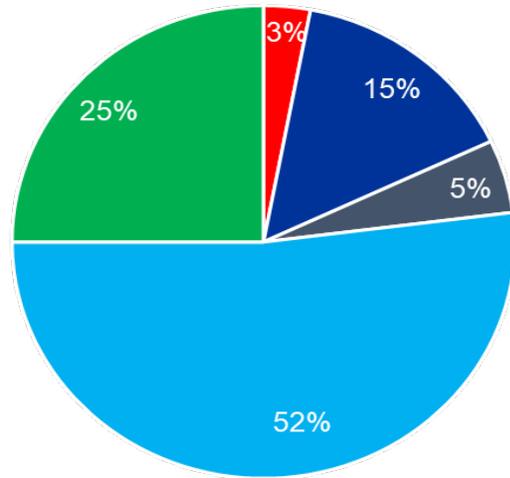
Are you comfortable asking questions or sharing concerns with your manager?



■ Yes    ■ No

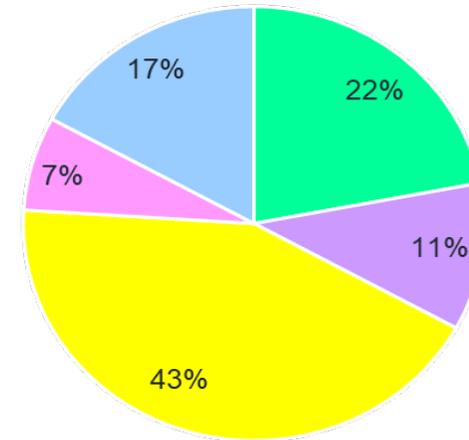
# Pulse Survey Results – Areas to Watch

Are you successfully managing your workload?



■ Not at all    ■ Just barely    ■ Prefer not to say  
■ It is manageable    ■ It is going well

What is the biggest obstacle you face when working to meet deadlines?



■ Not enough time    ■ Not enough time  
■ Unclear requirements    ■ Inability to make decisions  
■ Other



## CONTACT

The Integrated Renewal Program -  
Student would love to hear from you! If  
you have any questions or comments  
please get in touch.

WEBSITE | <http://irp.ubc.ca>  
CONTACT | [Corinne Pitre-Hayes](#)