



SUBJECT	Integrated Renewal Program (IRP) – Student
SUBMITTED TO	Finance Committee
MEETING DATE	November 17, 2022
SESSION	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	Gage Averill, Provost and Vice-President Academic pro tem, UBC Vancouver Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan Elana Mignosa, Associate Vice-President Finance & Operational Excellence Kate Ross, Associate Vice-President Enrolment Services and Registrar Joanne Fox, Principal, UBC Vantage College Jennifer Burns, Chief Information Officer and AVP Information Technology Ian Cavers, Lead Academic Sponsor Shelly Morrison, Senior Director, Financial Services & Strategic Procurement Jennifer Kain, Chief Audit & Risk Officer Janice Stewart, Associate Dean, Innovation and Strategy, Faculty of Arts Patricia Lasserre, Associate Professor, Computer Science, Faculty of Science, UBC Okanagan Cam Gray, Executive Director, HR Operational Excellence Carri Lawrence, Director, Financial Operations, UBC Okanagan Corinne Pitre-Hayes, Program Director, Integrated Renewal Program Laura Wecker, Manager, Program Administration & Internal Communications

PRIOR SUBMISSIONS

The subject matter of this submission was most recently considered by the Finance Committee on [September 19, 2022](#). IRP Student provided an overall program update, and highlighted program activities.

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. These funding release requests are unchanged from the initial projection provided to the Board on June 24, 2021.

Since that time the IRP Student program has continued to forge ahead and has accomplished a great deal. Wave 3 of hiring is on track, and both Scope and Resources are green on the Status Report. Schedule remains red as the team navigates Milestone 4 deliverables. Based on the Milestone 4 Check-In on October 5th, it was evident that additional resequencing and reprioritization would be necessary to meet the Milestone 4 due dates. Due to the large number of Milestone 4 deliverables the work has been categorized into 3 categories: Milestone 4.0, Milestone 4.1, and Milestone 4.2, additional information and the M4 action plan is detailed in the report below.

Learner Financial Support remains a risk to the program. To mitigate the risk to timeline sponsors approved the move to a phased approach to implement the solution, AwardCloud over Launch 1 and 2. Launches 1 and 2 of AwardCloud will focus on improving/modernizing functions supported in the current SIS and providing the foundation for future continuous improvements.

We are one year out from our first launch and are seeing increased awareness and interest from all levels of stakeholders. A townhall was held October 3rd, providing a high-level introduction and update to community members, including students. Approximately 800 community members attended the townhall and over 200 of these actively participated in the Q&A portion of the session. In addition to the ongoing communication, engagement and education opportunities work has also moved ahead on the support structures that will be in place to support the community as they prepare for and begin using Workday Student. These support structures include Transition to Operations (TOPS), the Community Support Funding Framework, and the institutional readiness reviews, which are all part of the Go Decision evaluation in July 2023.

IRP Student requests support from the Finance Committee of the Board for funding the Community Support Framework. A Change Request (CR) will be brought forward for access to up to \$10 Million from contingency reserve funds, funds were previously approved and earmarked for Community Support.

APPENDICES

1. Status Report

PRESENTATIONS

1. IRP Student Update



STATUS REPORT:

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 PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY OCTOBER 19, 2022

Program Health

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

Current Status	Projected Trend	Risk Scoring Metrics
<ul style="list-style-type: none"> ✔ On track ⚠ At risk ✘ Off track ✔ ✔ Past / current week Status 	<ul style="list-style-type: none"> Improving ↑ Holding → Declining ↓ 	<ul style="list-style-type: none"> ● Very High ● High ● Medium ● Low
Operations Risks		

Key Accomplishments (Last Week)	Upcoming Activities (Next Week)
<ul style="list-style-type: none"> Project Manager CoP held on Oct 14th – Included targeted presentation on Milestone 4.0 review process Good progress on action items from Oct 5th Milestone 4.0 check-in ITAC presentation submitted Decision has been made on the Milestone 4.0, 4.1 and 4.2 dates. Benefits Realization work has resumed and socialized at SPOC Positive in-person Senior Leadership Meetings with UBC and Workday 	<ul style="list-style-type: none"> LFS Plan changes continue in detailed plan Preparations for Milestone 4.0 check-in which is scheduled for Oct 28th Continue work on Go Decision criteria Milestone 4.0 Deliverables review has commenced and will continue on a regular basis Virtual IRP STU All-Hands scheduled for Oct 25th Awaiting Final Approval for Community Support Framework by Executive Sponsors
Top Focus	Leadership Support or Action Required
<p>Schedule</p> <ul style="list-style-type: none"> Schedule status remains Red with arrow down Action plan developed and in-progress Working to progress plans in support of Milestone 4 overall success <p>Resourcing</p> <ul style="list-style-type: none"> HR Resourcing dashboard is under development and will be shared shortly 	<ul style="list-style-type: none"> Continued off-cycle support for expedited consultation and/or decisions Support for ensuring appropriate transition for IRP staff moving to other roles in UBC

Top Risks and Issues

Issue Heat Map

IMPACT	URGENCY				Total
	1 - Low	2 - Medium	3 - High	4 - Critical	
4 - Critical	0	0	3	0	3
3 - High	0	1	4	0	5
2 - Medium	2	2	0	0	4
1 - Low	2	2	0	0	4
Total	2	4	7	0	13

New Issues + 1 **Closed Issues – 0**

- New Very High Score Issue:** None

Inherent Risk Heat Map

Current Impact	Current Probability				Total
	1 - Unlikely	2 - Possible	3 - Likely	4 - Almost Certain	
4 - Critical	0	3	0	0	3
3 - High	1	12	8	4	25
2 - Medium	13	11	6	0	30
1 - Low	2	2	2	0	6
Total	16	30	21	4	71

New Risks + 1 **Response plans executed – 1**

- New Very High Score Risk:** [Risk 127](#) - Risk of not completing activities needed for E2E execution to support 'Go Decision' in July 2023

Resources remain green, as the program is in the midst of wave 3 of hiring, the program's smallest hiring wave. Wave 3 hiring is progressing as planned, postings continue to receive a steady number of applications and interviews are underway for the posted positions. A number of positions are slated for 2023, including a large number of Learning Rovers. The project is seeing manageable levels of churn at this time.

IRP Student continues to remain competitive in the market by offering remote work options. As wave 3 moves forward trends suggest the need to hire contractors for some outstanding, hard to fill positions. IRP Student did account for this possibility during the budgeting phase. A reserve was included in the budget to cover costs for hiring contractors if and when needed. A revised version of the Program Recruitment Dashboard has been created by HR and the PMO to better report on both hiring and retention. The dashboard includes a breakdown of open roles, number of contractors, hiring constraints as well as attrition rates, retention strategies, and risks. Metrics show that 1.3% of positions are held by contractors, well below the typical rate of a program this size, but the percentage is expected to increase slightly as we get closer to go-live. Attrition continues to be monitored with the October percentage showing as 0.53%, retention strategies are being put in place to minimize risk and additional attrition. The dashboard will continue to be revised as additional needs arise.



PROGRAM HUMAN RESOURCES PROGRESS REPORT

PERIOD ENDING WEDNESDAY OCTOBER 19, 2022

DRAFT



No changes in Scope have been identified at this point. As Milestone 4 progresses the need to resequence work will be required to stick to the timeline, similar to Milestone 3. The timeline remains a challenge, however the Senior Leadership Team (SLT) are actively engaged in the plan and are working collaboratively to identify and solve any gaps or bottlenecks. The SLT and the IRP Student staff continue to show dedication and flexibility and are invested in the success of the program.

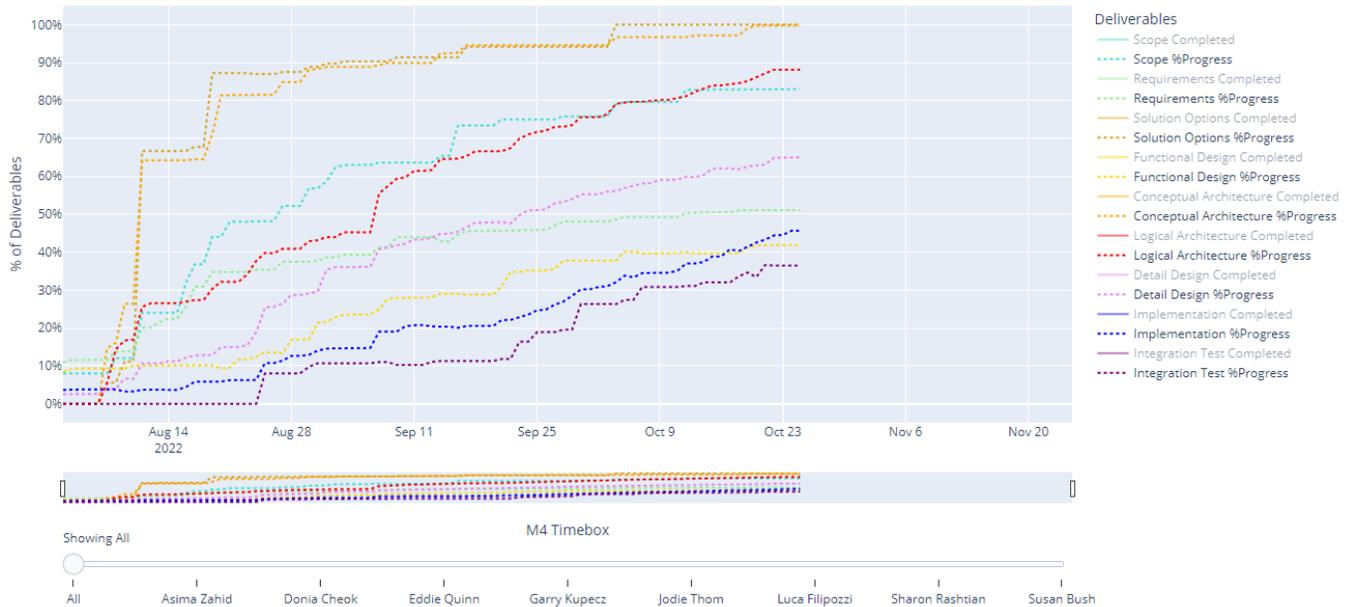
Schedule remains at risk, with additional schedule slippage as of October 5th. A concern within program leadership remains the time it takes to make decisions and the delays this can cause. The Student Leadership Team (SLT) agreed to a 24-hour decision term around time within the program and a Sponsor Escalation Log has been implemented to raise issues to program sponsors in between regularly scheduled meetings. Schedule is a top focus for the team and mitigations and action plans are now in place to get back on track. A detailed action plan is discussed below.

MILESTONE 4:

Milestone 4 is comprised of over 400 deliverables, and with the carryover of some items from the previous milestone, the timely completion of Milestone 4 is paramount to the project’s success and maintaining the 2023/2024 launch timeline. To manage the workload Milestone 4 has been divided into smaller groups of work Milestone 4.0, 4.1, and 4.2 based on prioritization. To closely monitor the progress of Milestone 4 technical/functional check-ins are held throughout the milestone to ensure there are no surprises at milestone reviews, allowing time for adjustments. The first check-in was held at the end of September, it indicated good progress, but insufficient velocity. The second check-in on October 5th, highlighted that if the program continued with its current trajectory, meeting Milestone 4 was unlikely. To address this an action plan has been put in place and is detailed below.



IRP STU M4 Critical Items Burnup Chart (All Items as of 2022-10-25)

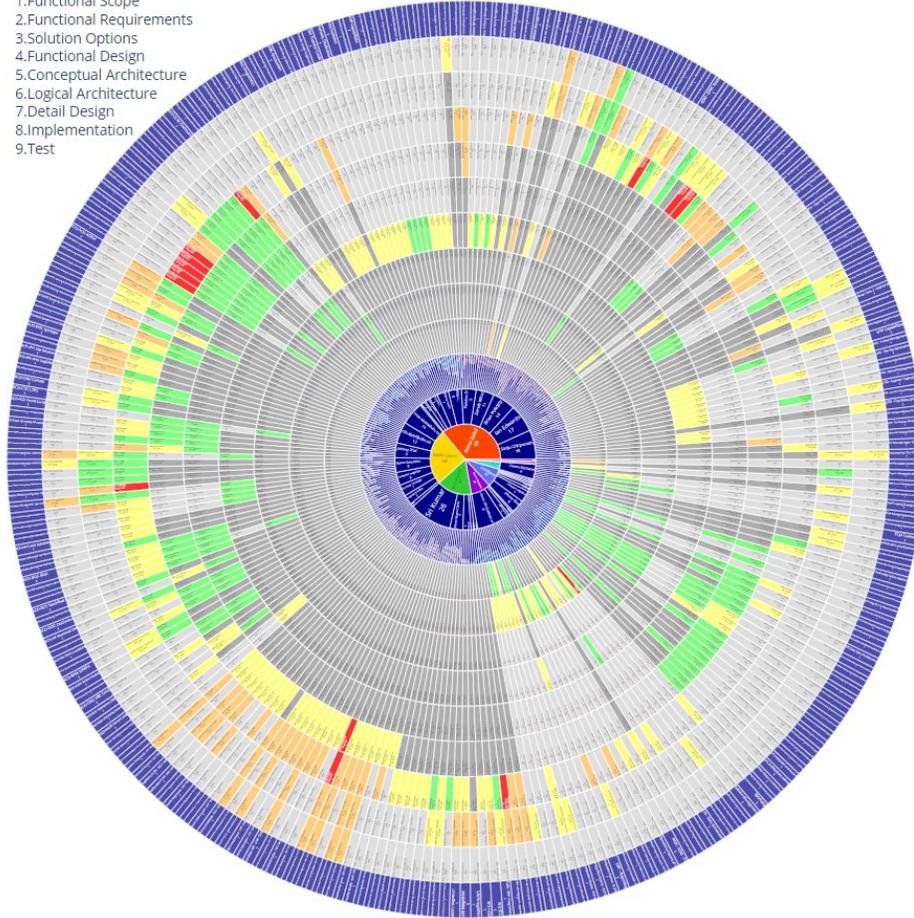


An important tool that IRP Student leverages to track progress is the Sunburst Chart that was developed in Milestone 3 and improved upon for M4. This tracker provides a visual representation of each deliverable by owner, by focus area, and by item. As work progresses the items in the tracker shift from red, to yellow, to green. This is beneficial in that it clearly demonstrates progress, and highlights areas that are requiring additional support. The Sunburst Chart for Milestone 4 has been revised, to be more automated and the next iteration of the chart will display which stage each deliverable belongs to, whether it is a part of M4.0, 4.1, or 4.2.



IRP STU M4 Critical Deliverables Status Summary on 2022-10-25

- 1.Functional Scope
- 2.Functional Requirements
- 3.Solution Options
- 4.Functional Design
- 5.Conceptual Architecture
- 6.Logical Architecture
- 7.Detail Design
- 8.Implementation
- 9.Test



As previously mentioned based on the number of deliverables and the burnup chart it was clear the team would need to pivot by resequencing and reprioritizing work. The SLT came together and put together an action plan to address schedule concerns and promote program success.

The SLT agreed to the following **Action Plan for Milestone 4 Success:**

- 24 hour turnaround time for decisions, answers, approvals within the program team
- Refocusing resourcing efforts, shifting resources to areas of highest need, logical design
- A clear and concise issue off cycle escalation process with sponsors
- Direct SME engagement
- Dedicated Workday consultants
- Reprioritization of work

The next check in is scheduled for October 28th, with an expected Milestone 4.0 completion date of November 25th. Milestone 4.1 and 4.2 are slated for completion in early and late March.



SOLUTION UPDATES:

LEARNER FINANCIAL SUPPORT:

The Learner Financial Support work continue to faces scheduling challenges. IRP Student leadership, in consultation with sponsors and the Steering Committee, approved the move to a phased implementation of AwardCloud over Launch 1 and 2. Launches 1 and 2 of AwardCloud will focus on improving/modernizing functions supported in the current SIS providing the foundation and stabilizing the platform for future continuous improvements. The decision was made to help mitigate the risk to the overall program timeline, ensure business continuity for UBC by focusing on delivering functions supported in the current SIS first, and to better manage the change adoption. The intention is to deliver the full set of capabilities of AwardCloud, however, additional capabilities will be implemented after Launch 2. Specific timeframes are to be determined.

BLOCKER UPDATES:

We are happy to report that 5 Blocker Gaps are resolved as of early October, and have officially been updated to “Closed”.

STUPLAN-5878	IRPS-69	Progression	Sessional Evaluation - Academic Standing Rules Using User-Defined Time Period Standing	Resolved
STUPLAN-7422	IRPS-2310	Progression	Sessional Evaluation Rules: Weighted Averages for Time Period, e.g. Sessional Average	Resolved
STUPLAN-7588	IRPS-192	Curriculum	Curriculum Delivery - Course Sections and Standard periods	Resolved
STUPLAN-7686	IRPS-2237	Progression	Academic Requirements Condition Functionality - Would Prefer Option for 'Include' in addition to 'Exclude	Resolved
STUPLAN-7560	IRPS-1179	Progression	Need for student exception/override to remove courses from Total Academic Requirements	Resolved

This is a significant achievement, and is great news for the success of IRP Student and for the implementation of Workday Student at UBC.



READINESS REVIEW:

TESTING STRATEGY:

The Quality Assurance and Testing team is responsible for the overall program's testing strategy, defining test methodologies, standards, guidelines and End-to-End (E2E) testing entrance and exit criteria. They coordinate test preparation and allocate QA resources to each focus area based on need, and there are dedicated QA Leads assigned to both the Workday Solution and each Point Solution. Once testing is underway the team is responsible for tracking testing status and providing assessment based on the testing metrics. QA is responsible for defect management, including triage and prioritization and to ensure test coverage via a traceability matrix (Requirements > Test Cases > Defects). Testing results are crucial to the overall readiness assessment and play a significant role in the Go Decision.

There is a wide range of testing types that are used across a program of this size. Testing types that are applicable to IRP Student, Workday, Ecosystem Applications, Point Solutions, and Integrations include:

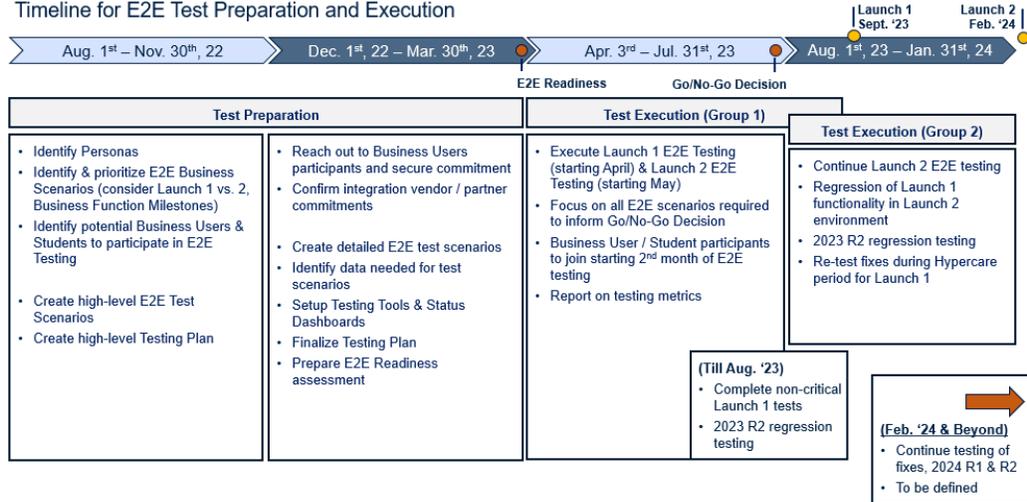
- Regression Testing
- End-to-End Testing
- Performance Testing
- Lifecycle Testing
- Integration Testing
- Functional Testing
- Business Data Validation
- Unit Testing
- Smoke Testing

The Testing Approach for End-to-End (E2E) testing is based on producing empirical evidence for the Go Decision. The Go Decision Functional Content is one of the key driving factors for defining the E2E Testing sequence. Capabilities in each functional area are categorized into items required for the Go Decision including: Launch 1 – E2E Testing must be completed and Launch 2 – E2E Testing for critical priority scenarios must be completed (remaining E2E Testing will continue until the end of 2023). E2E Testing may not be completed prior to the Go Decision, but must be fully tested before the appropriate Launch; Launch 1 (by Aug 2023), and Launch 2 (by Jan 2024).



End-to-End Testing - Timeline

Timeline for E2E Test Preparation and Execution



As milestone deliverables are resequenced and/or reprioritized throughout the program, so too is the testing strategy. To align with the sequencing of the launch plan, E2E testing will be an iterative process. The primary objective for Round 1 E2E testing is to ensure sufficient empirical data is provided to support the Go Decision for each functional area.

STUDENT ENGAGEMENT

After Launch 1, in the run up to Launch 2 there will be an opportunity for Students to interact with Workday Student, they will be able to try out the registration process and provide feedback on related support materials to ensure a smooth student experience. At this time general student interest and engagement continues to be low, as is expected given where we are in the program – and that current UBC students will not begin interacting with the renewed student information system until 2024.

The team has held a number of design consultations with small groups of students throughout the year in areas of Learner Financial Management and Registration. The Transformation and Change Communications Team has connections with representatives from AMS (UBC Alma Mater Society), GSS (Graduate Student Society), Student Senate, and SUO (Student Union Okanagan) and was meeting on a monthly basis to discuss feedback and strategies for student engagements. These meetings have been paused for the remainder of the year as students have informed TCM that there is low interest from their constituents at this time. Meetings will start up again in the new year.

Students will receive updates, information and instructions via the communication tools they currently access (lists of these tools are being compiled by the CEP team for each portfolio, to ensure the correct tools are used. There will also be online documentation/training materials, IRP Student will ensure staff who support students are appropriately trained. The team regularly consults with Student Communications leadership at both campuses to assess ongoing or changing information needs.



Co-op students continue to be part of the IRP Student team, with a number of positions planned over 2023/2024 to support our training activities out in the community throughout the transition year. In the link below you can read a blog post written by a Co-op student who was part of the IRP Student team <https://staging-5em2ouy-gf3izebkhxda.ca-1.platformsh.site/student-experience>. IRP Student continues to look for best ways to involve students in the program and as go-live gets closer, interaction with students in the community will ramp up to build awareness and excitement for Workday Student.

COMMUNITY SUPPORT:

To support the community and ensure institutional readiness a Community Support Funding framework has been proposed and is going through program governance for approval. The objective of the framework is to ensure there are adequate resources within faculties and units to support training, transformation and adoption activities. Many faculties are already operating at capacity, and adding IRP Student transition support responsibilities to existing resources potentially impacts the day to day operations of the faculty/unit and adds risk for burnout due to already heavy workloads. Some faculties have the structure and resources to accommodate the hiring of additional support to lead IRP Student transition work, while some cannot accommodate these unplanned costs.

IRP Student anticipated a need for additional human resources support as the community transitioned to Workday Student, this was also supported in the independent review completed for Board 3 approval. As a result, a portion of the contingency reserve was earmarked for this purpose. The Community Support Funding Framework is necessary to provide a structure and transparent process to manage and approve requests for short term faculty/unit Workday Student transition support. Having this support available demonstrates partnership for the work required across UBC to prepare and adopt Workday Student. It also highlights the importance of Workday Student for the ongoing success of the university.

The requested funding for the framework is \$10M and will come from the contingency reserve funds, previously released by the Board and earmarked for the purpose of Community Support at the time of Board 3 approval. The Community Funding Framework was endorsed by Steering and by Executive Sponsors. IRP Student requests support from the Finance committee of the Board, with a formal Change Request coming forward to access up to \$10M from the contingency reserve funds. Due to the amount of the Change Request the IRP Student Lead Executive Sponsor will request sign off and approval by a member of the Board.

FINANCIAL SUMMARY

In June 2022, the Board of Governance's Finance Committee approved the IRP Student program Recast Budget that saw the Student Leadership Team (SLT) review their budgets, including their operational plan to update their focus area budget forecast. This included shifting costs between fiscal years, delaying or moving up recruitment of certain roles, and reallocating funds now the Program is underway. The budget remains within the original approved budget envelope of \$284.9 million.



For Year to Date, as of September 2022 Savings are \$578K. This is mostly due to a timing variance in UBC Resources, \$569K. The positive variances in UBC Resources are timing and are mainly due to slower hiring compared to the budget. The additional \$9K are related to Other Costs, including licenses and tools, Learner Financial Support point solution, training, interdependent projects, premises costs, first year's sustainment, and other non-labour items.

(In thousands)

	For the month of Sep-2022			Year-To-Date Sep-2022			Annual FY 2022/23			Overall Program ¹		
	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	3,975	4,544	569	22,640	26,146	3,506	50,055	52,517	2,462	149,757	149,757	-
External Prime Consultants	-	-	-	1,798	1,798	0	3,596	3,596	0	13,551	13,551	-
Other Costs	435	444	9	5,009	5,059	50	13,219	13,488	269	43,618	43,618	-
Total expenses before contingency	4,411	4,988	578	29,447	33,002	3,556	66,869	69,601	2,731	206,926	206,926	-
Contingency - approved allocation	-	-	-	-	-	-	-	(115)	(115)	-	0	0
Contingency Remaining	-	-	-	-	26,121	26,121	-	26,121	26,121	-	78,000	78,000
Total after Contingency	4,411	4,988	578	29,447	59,123	29,676	66,869	95,606	28,737	206,926	284,927	78,001

Variance analysis:

For the month of September 2022:

Savings are **\$578k** due to:
\$569k UBC Resources
 - \$686k timing - delayed hiring
\$0k Prime Consultants
\$9k Other Costs
 - \$(7)k savings - Lease

For Year to Date, September 2022:

Savings are **\$3,556k** due to:
\$3,506k UBC Resources
 - \$3,506k timing - delayed hiring
\$0k Prime Consultants
\$50k Other Costs
 - \$50k timing/savings - various, lease

Annual Forecast for FY22/23:

Savings are **\$2,731k** due to:
\$2,462k UBC Resources
 - \$2,720k timing - delayed hiring
\$0k Prime Consultants
\$269k Other Costs
 - \$69k timing - various
 - \$200k savings - FERIC lease

Overall Program:

Not applicable, no variance forecasted

¹ The overall IRP Student program RECAST budget was approved by the Executive Sponsors on May 11, 2022. It was presented to the BOG's Finance Committee in June 2022

Forecast based on info available as at October 6, 2022

The positive variances in UBC Resources are timing and are mainly due to slower hiring compared to the budget plan. The savings will be offset in the next FY's

NEXT STEPS

IRP Student has been hard at work to stay on track with Milestone 4. Transformation and Change Management work is underway, following the highly successful first community wide IRP Student Townhall demo. The IRP Student Program held its first in person team wide event in late September, with another planned for early 2023. There was a significant turnout rate (about 375) people, who were excited and highly engaged. Both the SLT and the IRP Student team continue to live our Program Values, and have adapted to the One Program Approach with curiosity and ease. The team is faced with a very tight timeline, but continues to pivot as gaps are uncovered.

IRP Student Update

Finance Committee

November 2022

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

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

Dr. Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan

Elana Mignosa, Associate Vice-President Finance & Operational Excellence

Dr. Kate Ross, Associate Vice-President Enrolment Services and Registrar

Dr. Joanne Fox, Principal, UBC Vantage College

Jennifer Burns, Chief Information Officer and AVP Information Technology

Dr. Ian Cavers, Lead Academic Sponsor

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



Agenda

Key Topics

- Program Status
 1. Status Report
 2. Milestone 4
- Solution Status
 3. Learner Financial Support
 4. Workday Blockers
- Readiness
 5. Testing
 6. Student Engagement
 7. Community Support Change Request

Program Status

IRP STUDENT PROGRAM STATUS

PREPARED BY IRP PMO, PERIOD ENDING WEDNESDAY OCTOBER 19, 2022

Program Health



Current Status

- ✓ On track
- ⚠ At risk
- ✗ Off track
- ✓ ✓ Past / current week Status

Projected Trend

- Improving ↑
- Holding →
- Declining ↓

Risk Scoring Metrics

- Very High
- High
- Medium
- Low

▲ Operations Risks

Key Accomplishments (Last Week)

- Project Manager CoP held on Oct 14th – Included targeted presentation on Milestone 4.0 review process
- Good progress on action items from Oct 5th Milestone 4.0 check-in
- ITAC presentation submitted
- Decision has been made on the Milestone 4.0, 4.1 and 4.2 dates.
- Benefits Realization work has resumed and socialized at SPOC
- Positive in-person Senior Leadership Meetings with UBC and Workday

Upcoming Activities (Next Week)

- LFS Plan changes continue in detailed plan
- Preparations for Milestone 4.0 check-in which is scheduled for Oct 28th
- Continue work on Go Decision criteria
- Milestone 4.0 Deliverables review has commenced and will continue on a regular basis
- Virtual IRP STU All-Hands scheduled for Oct 25th
- Awaiting Final Approval for Community Support Framework by Executive Sponsors

Top Focus

Schedule

- Schedule status remains Red with arrow down
- Action plan developed and in-progress
- Working to progress plans in support of Milestone 4 overall success

Resourcing

- HR Resourcing dashboard is under development and will be shared shortly

Leadership Support or Action Required

- Continued off-cycle support for expedited consultation and/or decisions
- Support for ensuring appropriate transition for IRP staff moving to other roles in UBC

Top Risks and Issues

Issue Heat Map

		URGENCY				Total
		1 - Low	2 - Medium	3 - High	4 - Critical	
IMPACT	4 - Critical	0	0	3	0	3
	3 - High	0	1	4	0	5
	2 - Medium	0	2	0	0	2
	1 - Low	2	1	0	0	3
Total		2	4	7	0	13

New Issues + 1 **Closed Issues – 0**

- New Very High Score Issue:**
None

Inherent Risk Heat Map

		Current Probability				Total
		1 - Unlikely	2 - Possible	3 - Likely	4 - Almost Certain	
Current Impact	4 - Critical	0	3	0	2	5
	3 - High	1	12	8	4	25
	2 - Medium	0	13	11	6	30
	1 - Low	0	2	2	0	4
Total		1	30	21	12	64

New Risks + 1 **Response plans executed – 1**

- New Very High Score Risk:**
[Risk 127](#) - Risk of not completing activities needed for E2E execution to support 'Go Decision' in July 2023

HR Reporting

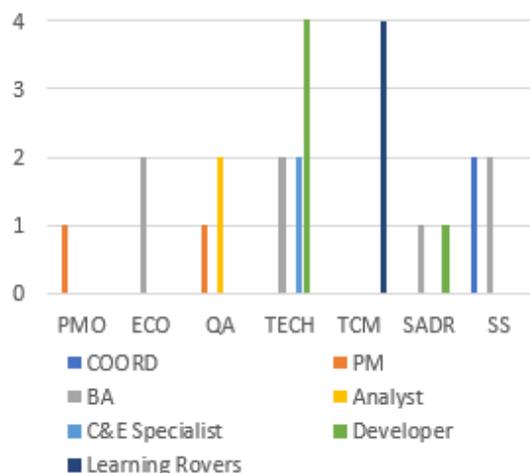
HIRING

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Overview:

- Planned Positions: **October – 403**
- Actual Count- **377**
- Contractors-**5**
- Contractor portion of total count- **1.3%**
- Hire Completion Rate: **93%**
- October Attrition rate: **0.53%**

Current Open Roles: 22



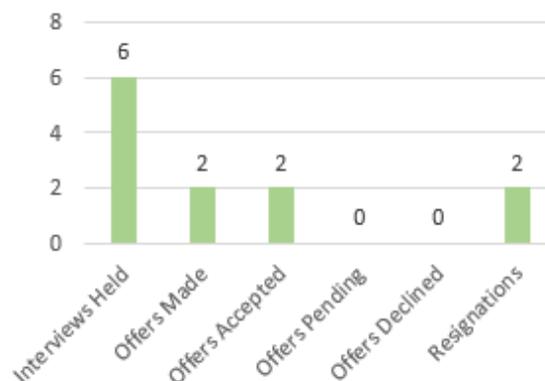
Open Roles

- There are currently 22 open roles in the IRP Program
- The highest distribution of open roles currently falls within TECH

Contractor Update

- Current Count: 5
- Approved new to hire: 8
- Former Count: 22

Hiring Progress



Hiring Progress

- There have been 103 applications received in the last week for positions posted

Recruitment Constraints

- Available resources in the current market
- Compensation limitations
- Work term end dates

RETENTION

A

Monthly Attrition Rate %



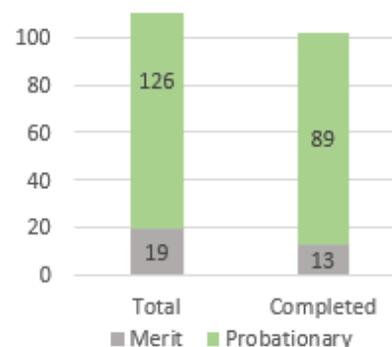
Retention Strategies:

- Completion of Yearly Performance and Merit Reviews within anniversary dates
- Monitor attrition rate movement
- Encourage Supervisors to connect with team members
- Create opportunities for development
- Refine internal process for lateral transitions

Team Health

- Concerns are surfacing around term-end dates

Performance Reviews completed: 74%



Risks

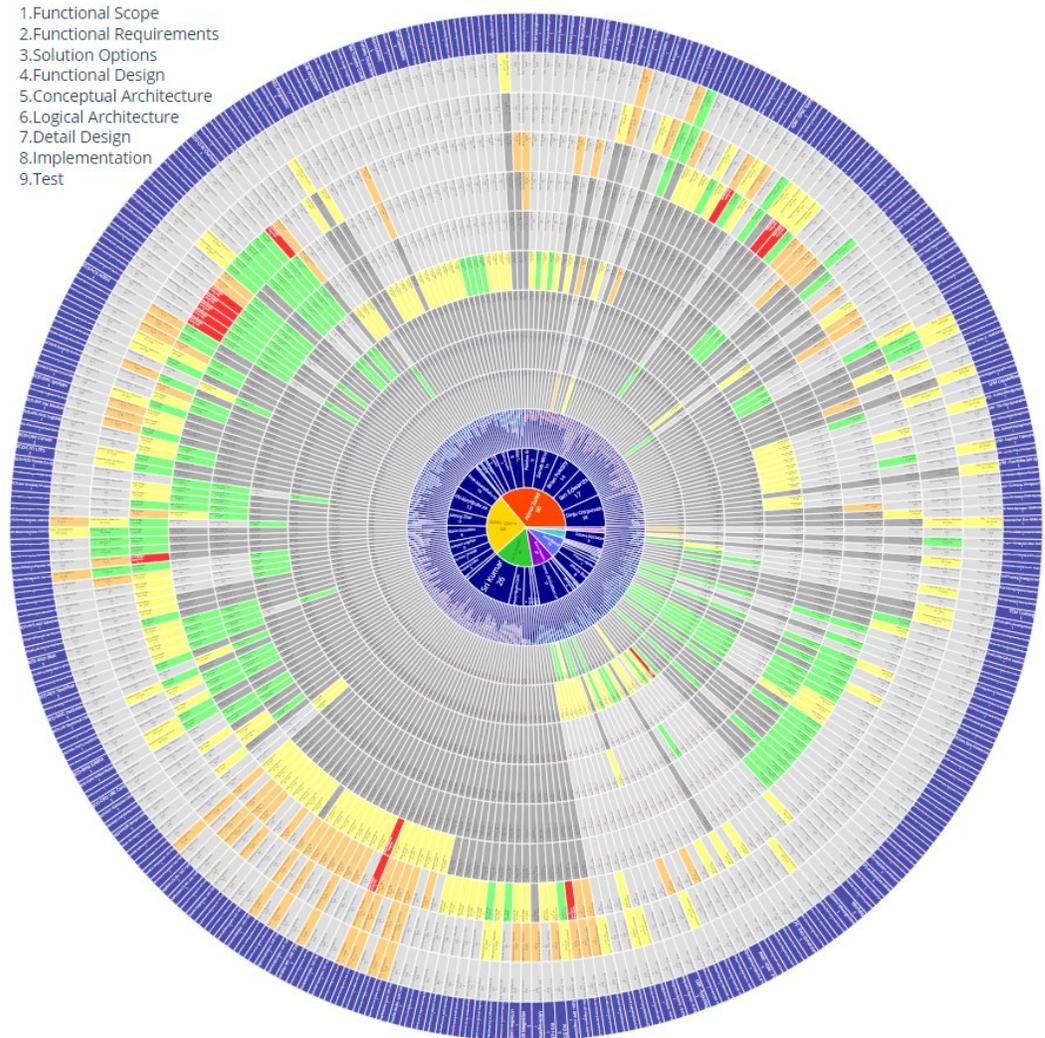
- Shortage of market resources
- Retaining staff within Academic Systems

Milestone 4

The entire team is focused on successful completion of Program Milestone #4

- Milestone tracker set up for Program Milestone #4
- Monthly check ins scheduled
- First formal check in at the end of Sep indicated good progress but insufficient velocity
- Action plan in place to increase velocity and identify candidate items for a later phase
- Next check in at the end of Oct
- Key consideration is ensuring deliverables ready for QA to complete sufficient testing

IRP STU M4 Critical Deliverables Status Summary on 2022-10-25



Milestone 4 Action Plan

Action plan developed by SLT in place and showing early evidence of increase in velocity

- Refocusing resourcing efforts, shifting resources to areas of highest need
- Reprioritization of work to focus on areas that are behind
- 24 hour turn around time for decisions, answers, approvals within the program team
- A clear and concise off cycle escalation process with sponsors to expedite consultation and/or decisions
- Repurposed IRP Student focus leads scrum, to focus on Milestone 4 actions
- Direct SME engagement
- Dedicated Workday consultants

Solution Status

Learner Financial Support

LFS refocused to deliver current state capabilities in Launch 1 and 2

- Student leadership, in consultation with sponsors and Steering Committee, have shifted to a phased implementation of AwardCloud
- For Launches 1 and 2, AwardCloud will focus on improving/modernizing functions supported in the current SIS
- This approach will greatly reduce risk to the overall program timeline, ensure business continuity, and improve management of change adoption
- The intention is to deliver the full set of capabilities of AwardCloud with the additional capabilities implemented after Launch 2
- Specific timeframes for additional capabilities are to be determined

Workday Blockers

Plans in place for all Workday blockers - 5 Blocker Gaps recently fully tested and closed

STUPLAN-5878	IRPS-69	Progression	Sessional Evaluation - Academic Standing Rules Using User-Defined Time Period Standing	Closed
STUPLAN-7422	IRPS-2310	Progression	Sessional Evaluation Rules: Weighted Averages for Time Period, e.g. Sessional Average	Closed
STUPLAN-7588	IRPS-192	Curriculum	Curriculum Delivery - Course Sections and Standard periods	Closed
STUPLAN-7686	IRPS-2237	Progression	Academic Requirements Condition Functionality - Would Prefer Option for 'Include' in addition to 'Exclude	Closed
STUPLAN-7560	IRPS-1179	Progression	Need for student exception/ override to remove courses from Total Academic Requirements	Closed

Readiness

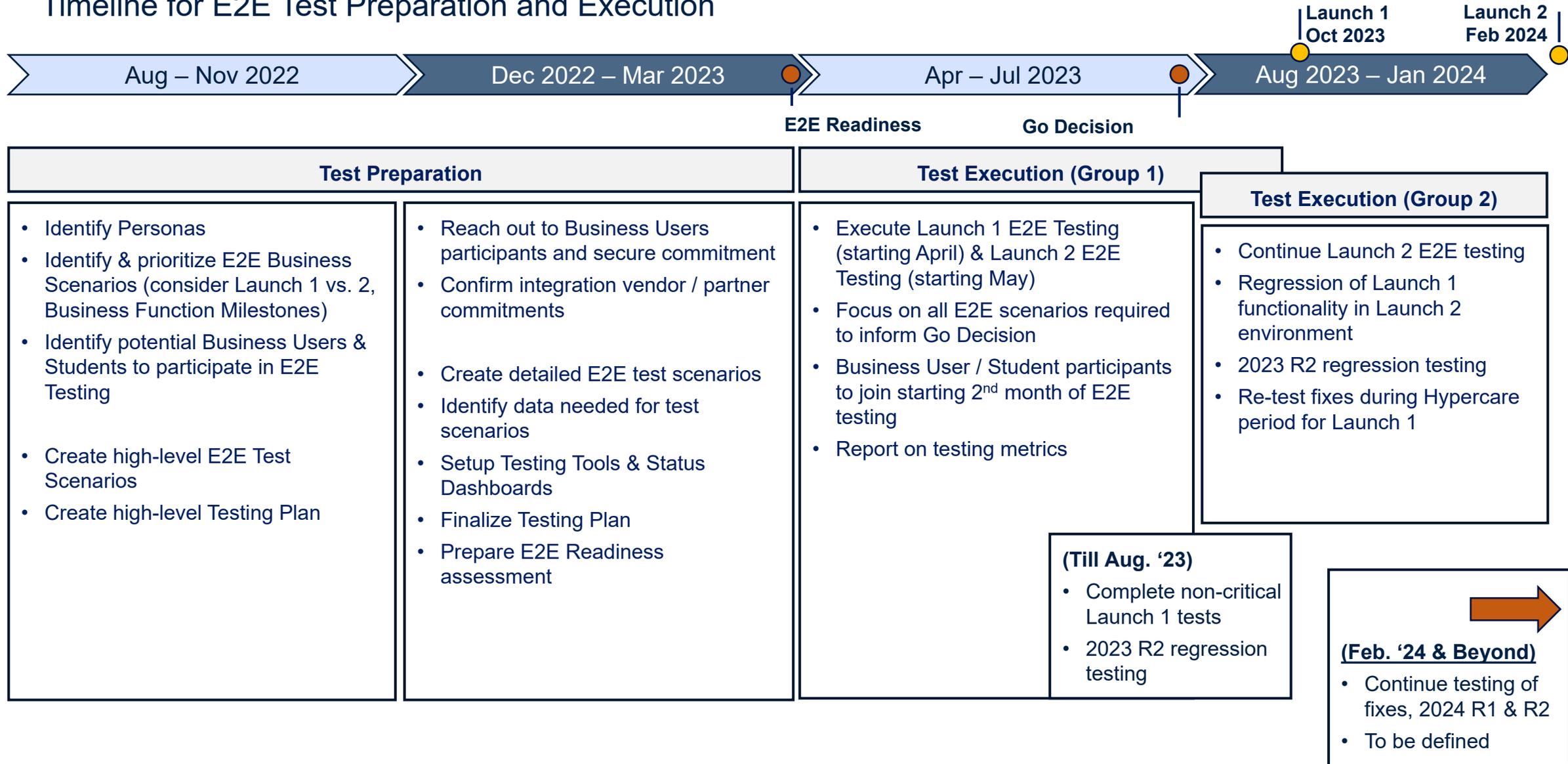
Testing Approach

The approach to end-to-end (E2E) testing is based on producing empirical evidence for the Go Decision

- The Go Decision Functional Content is one of the key driving factors for defining E2E Testing sequence
- Capabilities in each functional area are categorized into:
 - **Required for Go Decision (Jul 2023)**
 - Launch 1 – E2E Testing must be completed
 - Launch 2 – E2E Testing for critical priority scenarios must be completed
 - Note: Remaining E2E Testing will continue till end of 2023
 - **Not Included in Go Decision**
 - E2E Testing may not be completed prior to the Go Decision, but must be fully tested before the appropriate Launch
 - Launch 1 (by Aug 2023), Launch 2 (by Jan 2024)

Testing Timeline

Timeline for E2E Test Preparation and Execution



Student Engagement in IRP Student

Student engagement and interests remains low at this time, as expected as Students will not be interacting with the new platform until 2024.

- Ongoing design consultations with small groups of students in areas of Learner Financial Management and Registration.
- TCM meets with representatives from AMS (UBC Alma Mater Society), GSS (Graduate Student Society), Student Senate, and SUO (Student Union Okanagan) to discuss feedback and strategies for student engagements.
- The team regularly consults with Student Communications leadership at both campuses
- Prior to Launch 2 Students can interact with Workday Student, they will be able to try out the registration process and provide feedback on
- Co-op students as part of the IRP Student team, with additional hires as Learning Rovers in 2023/2024.

Community Support

Objective is to ensure faculties/units have adequate resources to support the transition

- **Many faculties are operating at capacity**, and adding IRP Student transition support responsibilities to existing resources potentially impacts the day to day operations and adds risk for burnout due to already heavy workloads
- Some faculties have the structure and resources to accommodate the hiring of additional support to lead IRP Student transition work, while **some cannot accommodate these unplanned costs**
- As a result, a portion of the contingency reserve was earmarked for this purpose. **The Community Support Funding Framework provides a structured and transparent process to manage and approve requests for short term faculty/unit Workday Student transition support**

Community Support Funding Change Request

- IRP Student requests support from the Finance Committee of the Board for funding the Community Support Framework
- A Change Request (CR) will be brought forward for access to up to \$10 Million from contingency reserve funds
- As previously noted, these funds were specifically earmarked for the purpose of Community Support at the time of Board 3 approval
- Due to the amount of the CR, the Lead Executive Sponsor will request sign off and approval by a member of the Board
- Contingency reserve funds that have been already released are sufficient to cover this upcoming CR

FINANCIAL REPORT FY22/23 – EXECUTIVE SUMMARY

(in thousands)

	For the month of Sep-2022			Year-To-Date Sep-2022			Annual FY 2022/23			Overall Program ¹		
	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Budget	Variance	Forecast	Budget	Variance
UBC Resource Costs	3,975	4,544	569	22,640	26,146	3,506	50,055	52,517	2,462	149,757	149,757	-
External Prime Consultants	-	-	-	1,798	1,798	0	3,596	3,596	0	13,551	13,551	-
Other Costs	435	444	9	5,009	5,059	50	13,219	13,488	269	43,618	43,618	-
Total expenses before contingency	4,411	4,988	578	29,447	33,002	3,556	66,869	69,601	2,731	206,926	206,926	-
Contingency - approved allocation	-	-	-	-	-	-	-	(115)	(115)	-	0	0
Contingency Remaining	-	-	-	-	26,121	26,121	-	26,121	26,121	-	78,000	78,000
Total after Contingency	4,411	4,988	578	29,447	59,123	29,676	66,869	95,606	28,737	206,926	284,927	78,001

Variance analysis:

For the month of September 2022:

Savings are **\$578k** due to:
\$569k UBC Resources
 - **\$686k** timing - delayed hiring
\$0k Prime Consultants
\$9k Other Costs
 - **\$(7)k** savings - Lease

For Year to Date, September 2022:

Savings are **\$3,556k** due to:
\$3,506k UBC Resources
 - **\$3,506k** timing - delayed hiring
\$0k Prime Consultants
\$50k Other Costs
 - **\$50k** timing/savings - various, lease

Annual Forecast for FY22/23:

Savings are **\$2,731k** due to:
\$2,462k UBC Resources
 - **\$2,720k** timing - delayed hiring
\$0k Prime Consultants
\$269k Other Costs
 - **\$69k** timing - various
 - **\$200k** savings - FERIC lease

Overall Program:

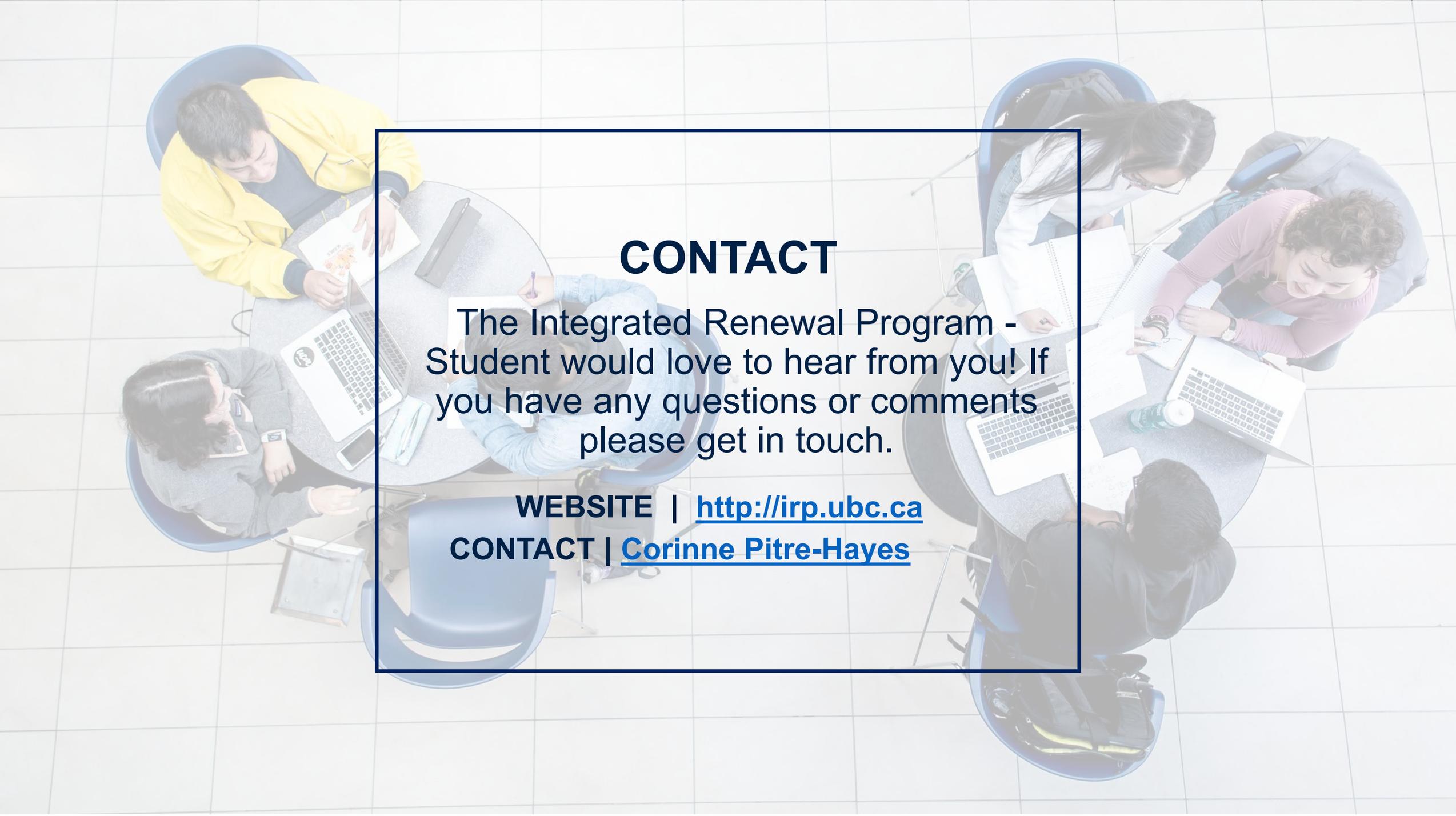
Not applicable, no variance forecasted

¹ The overall IRP Student program RECAST budget was approved by the Executive Sponsors on May 11, 2022. It was presented to the BOG's Finance Committee in June 2022

Forecast based on info available as at October 6, 2022

The positive variances in UBC Resources are timing and are mainly due to slower hiring compared to the budget plan. The savings will be offset in the next FY's

Other costs include licenses and tools, Learner Financial Support point solution, training, interdependent projects, premise costs, first year sustainment, and other non-labour items.



CONTACT

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

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