



BCNET

Shared IT Services for Higher Education & Research

Conference 2019

Success Factors for the Long Game: Multi-Year ERP Implementation

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Presenters



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Agenda

1. About VIU
2. Project AURORA introduction
3. Project Collaboration
4. Project Implementation Progress
5. Success Factors and Lessons Learned
6. Questions

Vancouver Island University



- Located in Nanaimo
- 2,000 staff

Diverse programming:

- Bachelors and Masters degrees
- Trades
- Career & Academic Prep

Students:

- 1,983 International students from more than 85 countries
- 1,454 Indigenous students
- 11,067 Domestic non-Indigenous students



What is Project AURORA?

A Unified Renewal of Related Applications

What?

- Replace VIU's legacy administrative systems:
 - Finance
 - Human Resources/Payroll
 - Student Records and Registration
 - Replacement of and/or integration with >100 peripheral systems
- Business process review of related functions

Project AURORA Dance Partners



- Collaborative project with Selkirk College



- Implementing Unit4's Business World and Student Management systems, all in the Cloud



- Contracted with MNP to provide external implementation consulting support services





Project Collaboration

AURORA Guiding Principles

- Promote a culture of collaboration
- Acknowledge AURORA is an *Institutional Project* facilitated by IT
- Configuration trumps customization
- Not a workforce rationalization strategy
- No individual will be left behind
- Manage the project professionally
- Lead the people side of change with compassion and patience

Team Pledge

1. I recognize that this process is new to all of us and we are all learning.
2. I will be patient with others and kind to myself.
3. I will be diligent, but I give myself and others permission to make mistakes, creating a safe environment where mistakes can be corrected in a constructive way.
4. I will commit to collaboration and reach out to others if I have questions or need help with my work.
5. I will have fun, find opportunities to laugh, and invite others to laugh.
6. I will maintain balance between my work and my personal life, as defined by my own personal situation and needs.

Project Resourcing

- Very difficult to know what resourcing you will need at the beginning
- Be agile and dynamic throughout the project
- Resourcing requirements can change dramatically in different phases of the project
- Operational stress on functional departments as resources are moved to the project
- Significant work required by Enterprise Systems for integrations, data migration, workflows, & report-writing.

SharePoint site



AURORA

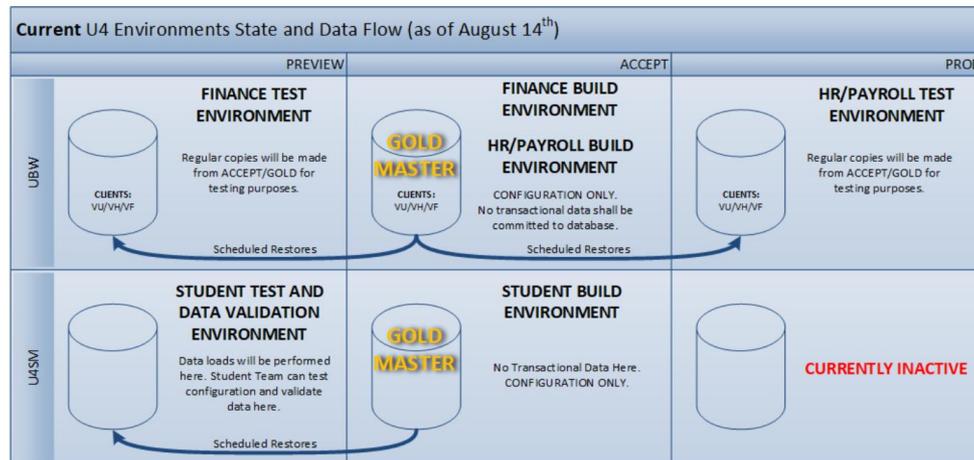
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- ▼ VIU Team Site
- ▼ Tickets and Issues Log
 - UBW Documents
 - U4SM Documents
 - Project Management
 - Invite New Users
 - Enterprise Systems
- Edit



Quick Links

- [Project Schedules](#)
- [General & Help Documents](#)

Refer to left-hand navigation for Workstream & Internal Document Libraries

Feedback

SharePoint site

- Repository for all project documents
- Share documents with dance partners:
Selkirk College, Unit4, MNP consultants
- Manage room bookings to meet the needs of
3 teams
- Tickets and Issues Log

Project Management Communication

Weekly remote update meetings with vendor PM team

- Review progress on each work stream
- Review current issues

Regular face-to-face meetings with vendor PM team

- Every 2-3 months
- Review and adjust schedule
- Address current issues and risks
- Jointly update project sponsors



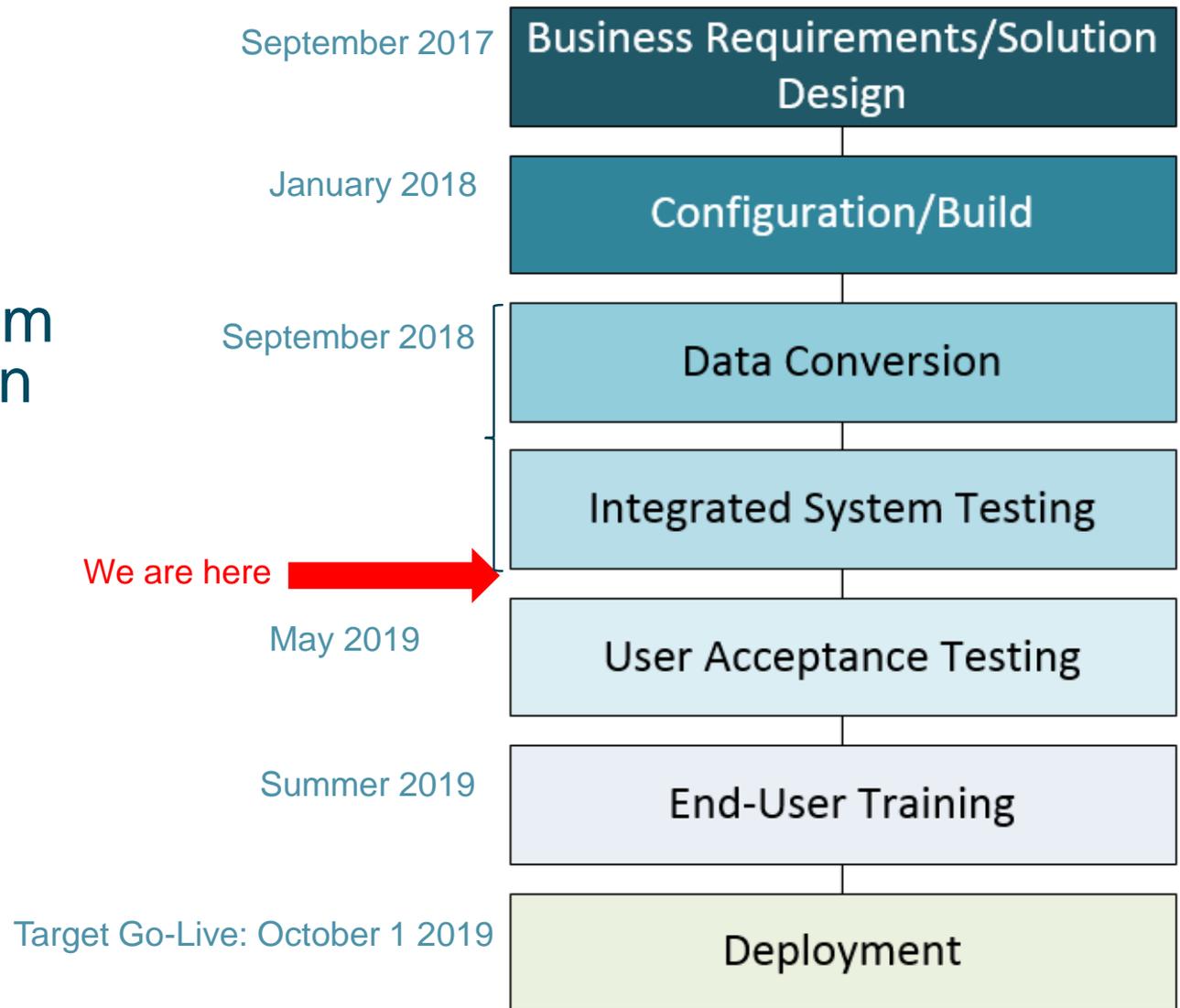
Project Implementation Progress

Employee Recruitment Module Deployed

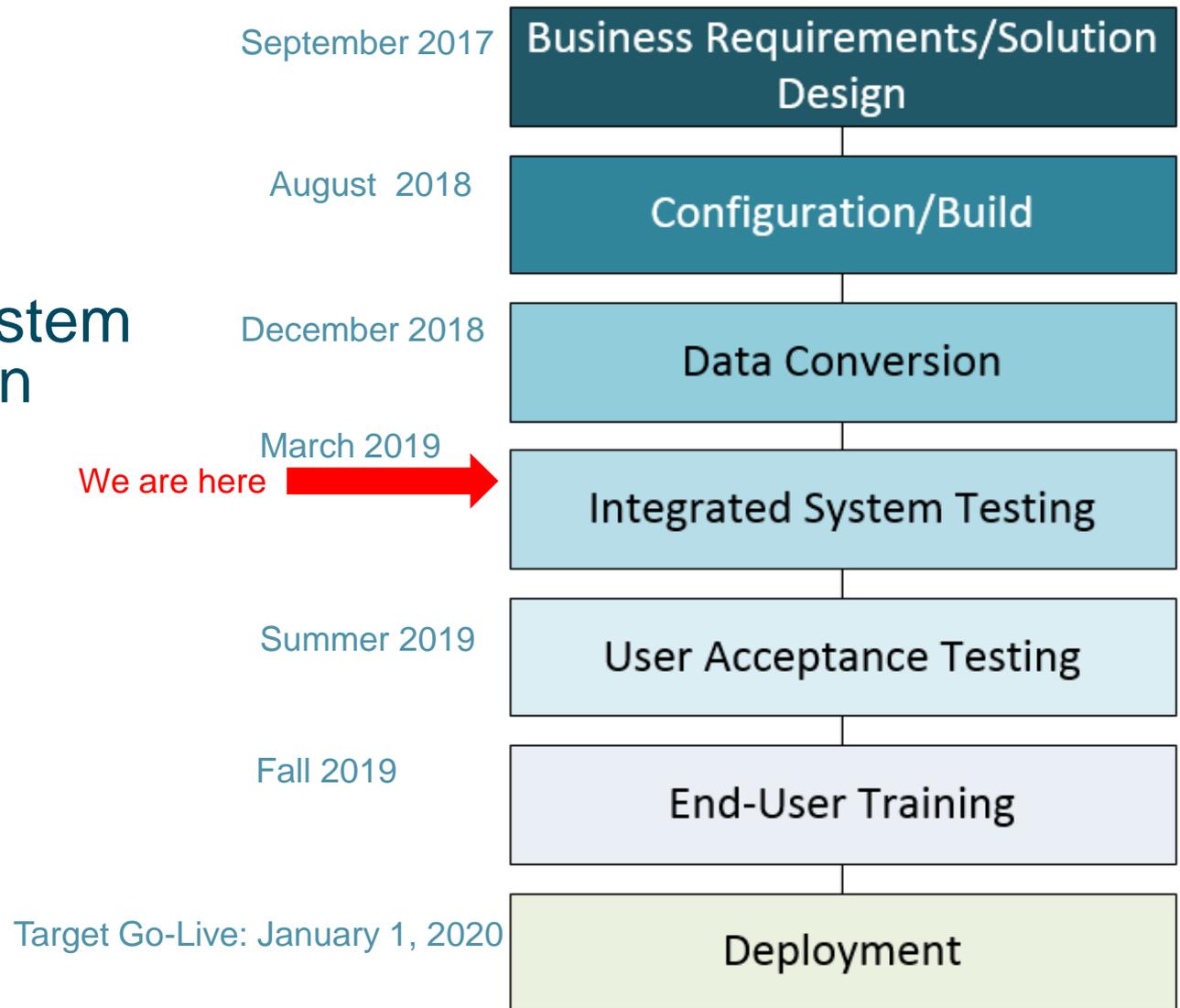
1. Stand-alone system that will be integrated
2. Started implementation work November 2017
3. Went live January 3, 2019 (14 months total)
4. Two components:
 - New Job Applicant Portal on VIU's website
 - New system/tools for Search Committees



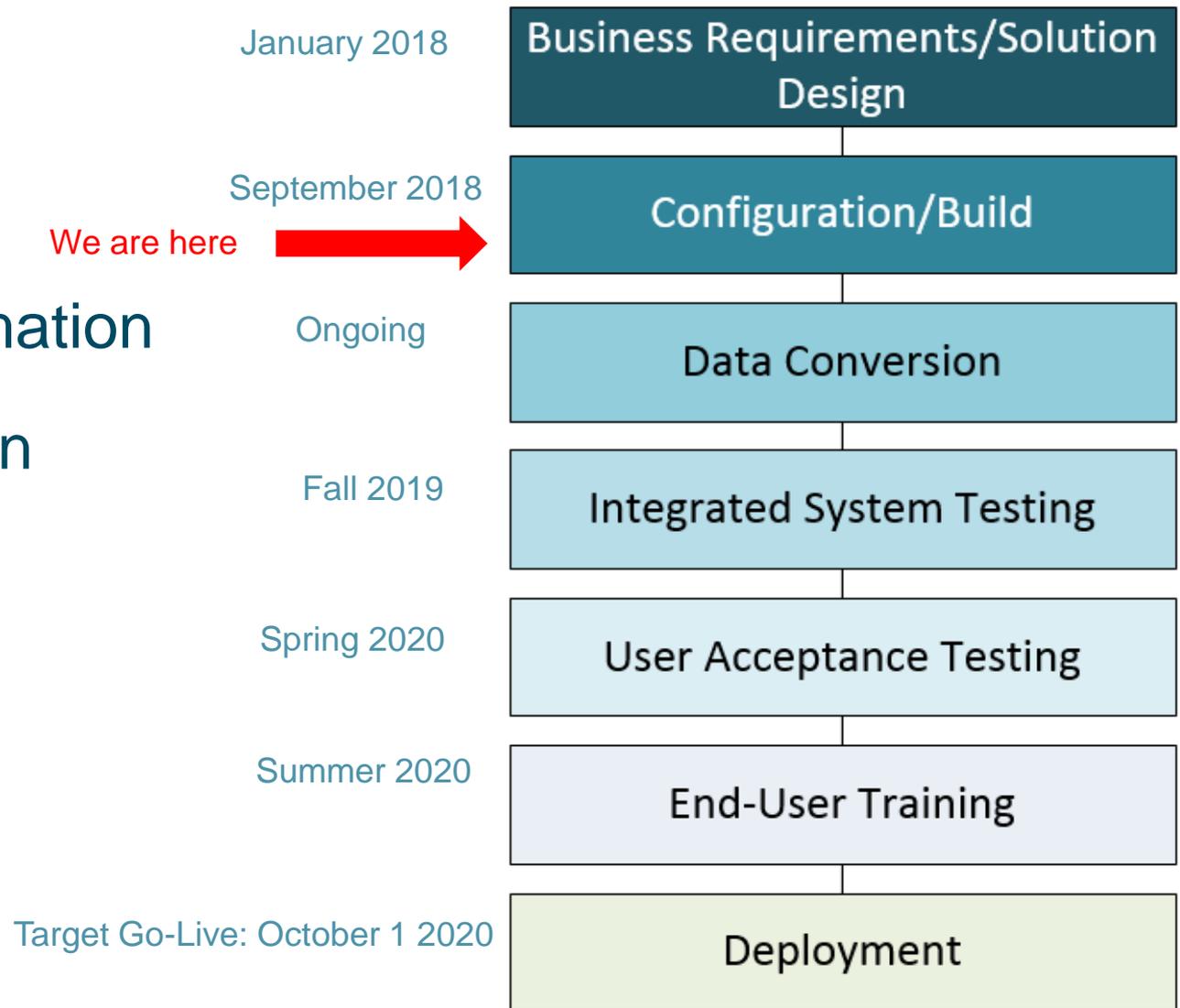
Finance System Implementation Progress



HR/Payroll System Implementation Progress



Student Information System Implementation Progress



Progress Communication: Town Halls

- Continue to be very well attended by VIU employees
- Update on the project status
- Share functionality we are getting excited about
 - Example: ability to take photos of receipts for expense claims
- Opportunity for the VIU Community to connect with Project Team members

Progress Communication: Status Update Bulletins

- Emailed to all employees every 3 months
- Purpose is not to share details but to remind people about the project and update on the progress


Project AURORA

Status Update

September 14, 2018

Year 1 of Implementation is Complete

The AURORA project team, with considerable support from all of VIU, has reached a number of significant implementation milestones over the past year since VIU signed the contract with Unit4 to provide its new administrative systems. While we are very excited about our achievements to-date, we know that Year 2 will be very demanding.

Thank You!

Thank you so very much to everyone in the VIU community for your continued support of this work. The AURORA team is grateful for your patience with the process and your eagerness to jump in when we need your input and expertise.



Special thank-you to our executive sponsor, Dr. Ralph Nilson, and welcome to our new co-sponsor Dr. Carol Stuart, (holding AURORA mascot Cadence the sturgeon)

Overall Progress Update

Phase →	Business Requirements/ Solution Design	Data Conversion	Configuration/ Build	Integrated System Testing	User Acceptance Testing	End-User Training	Deployment
Module ↓							
Finance	Complete	In Progress	Complete	In Progress			
HR/Payroll	Complete	In Progress	In Progress				
HR Recruitment	Complete	N/A	Complete	Complete	Complete		
Student Management	Complete*	In Progress	Starting late September				

*Solution Design is ongoing as scheduled

Employee Recruitment System Coming Soon...

One of the new systems currently being implemented through Project AURORA is a stand-alone Employee Recruitment system, which can work independent of the other AURORA systems. As the implementation of this system nears completion we are planning for end-user training and go-live. Watch for further detailed communication about these plans to be sent soon.

Mark your Calendars for the next AURORA Town Hall

Friday October 26th
 12:45 – 1:30
 Building 355, Room 203

* Remote connection will be available for attendees from other VIU locations



Find contact info and more details on the AURORA website: viu.ca/project-aurora



Success Factors & Lessons Learned

Lessons Learned

1. Where possible, it is best to have full-time team members
 - Significant learning curve so easiest if people can focus their full attention on the project rather than operational issues.
2. Enforce all project participants to use a common repository (SharePoint for us) to track communication and issues:
 - Far better than email
 - Accessible by everyone
 - Searchable
 - Develops a knowledge repository for each of future reference
3. Double your contingency, and then double it again

SaaS Solution Realities

1. Requires more institutional flexibility than on-premise
 - Some organizational processes will need to be changed to align with software functionality
2. Requires creativity
 - Expect that there will be some product gaps
 - Can we find a different way of doing something?
 - Can we write a bolt-on solution?
3. Requires expectation management
 - Is a particular requirement absolutely critical?
 - Can we live without it?

Success Factors for the Long Game

1. Ready-state the organization
2. Resource the implementation team with Subject Matter Experts (future super users)
3. Develop an Earned Value Analysis Dashboard

Success Factors for the Long Game

4. Pre-deployment daily scrums to address last-minute issues leading to a “Go/No-Go” decision for deployment
5. Willingness to change business processes (**Flexibility**) with full sponsor support
6. Establish and nurture a positive working relationship with your vendor

Questions?

