Second Annual Financial Administrators Forum

April 12, 2012

Welcome
Financial Administrators Forum

OBJECTIVES

- Foster relationships among McMaster’s financial administrators
- Promote continuing education
- Equip administrators with knowledge and motivation to help McMaster improve performance
Welcome & Financial Strategy Update

Roger Couldrey - Vice President, Administration
Feedback from last year

- “There were many “golden eggs” identified; Please take these all into your decision making process.”
- “Too many afternoon speakers”
- “Need fewer carbohydrates during day”
- “Breakout/networking were very productive – a bit more time”
- “Collaboration! In person sessions more helpful than emails.”
- “Keep Change management – Teal McAteer”
Strategic Financial Issues & Strategies

- Provincial Budget and Direction
- Operating Cost Pressures
- Availability of Capital
- ERP & Change Management
- Policy & Process Simplification
Pre Conference
Survey Results
Budget Model Update
Overview of the Day

Dee Henne - CFO and AVP Administration
Planning for 2nd FAF
What we asked you?

- Why do you come to FAF?
- Of our suggested topics, what are your top 5?
- Other topics?
- Greatest learning need?
- What will make it great?
- Of last year’s topics/sessions which have you used?
- Do you have any experience in converting to a major new administrative system?
Budget Model Update
Overview of the Day

- Updates/Information
- Change Management Case Studies
- Forward with Integrity – Susan Denburg & Dr. Patrick Deane
- Concurrent Sessions
- Ask McMaster
Systems For McMaster Academic Administration
And Research Technology

Project Update
for the
Financial Administrators Forum

Wanda McKenna - Director, Human Resources & Member of Project Steering Committee
Systems Renewal Project Purpose and Scope

Implement an integrated enterprise solution to provide core systems functionality that:

• reduces risks
• improves efficiency and effectiveness
• implements effective internal controls
• enables better management of the University
• improves the stakeholder experience.

Renewal and integration of the University’s most critical systems:

• Student, Finance, Research and Human Resources
Project Principles

- Obtain consensus and select the best software solution for the University
- Solution must be workable for all groups (Student, Finance, Research and HR)
- Processes will be modified to become simpler and more consistent across the University
- Strong scope and expectations management
- University stakeholders will actively participate in all phases of the solution implementation
- Change management will be proactively implemented throughout the life of the project
Project Governance Structure

SRSC (Systems Renewal Steering Committee)
Fred Hall (Chair), John Kearney (CIO), Linda Elliott (Program Director)
Deidre Henne, Barb McKenna, Wanda McKenna, Melissa Pool

Functional Advisory Teams 2011
Identify requirements and make recommendations
to Team Lead for Development of RFP and Vendor Selection

Student Information Functional Advisory Team
HRIS Functional Advisory Team
Finance Functional Advisory Team
Research Admin Functional Advisory Team
Cross Functional and Technology Functional Advisory Teams

GOVERNANCE, COLLABORATION & COMMUNICATION PROCESSES
Project Activity update

**Functional Advisory Teams** finalized the functional requirements and demo scripts
- Over 250 people contributed to requirements through surveys, meetings and workshops

**Oct 5:** Software RFP (Request for Proposal) issued
- Software proposal responding to defined mandatory, functional and technical requirements

**Nov 2:** All RFP proposals received by McMaster

**Nov 16:** Notified two vendors that they were on the short list

**Dec 5 to 16:** Vendor Demo’s by Oracle Peoplesoft and SunGuard Banner (Averaged 60 people per session)

**Dec 19 – 22:** Functional advisory teams recommend follow up demos to do a deeper dive in some areas
Project Activity update

- **Jan 30 to Feb 10**: Additional Vendor Demos
- **Week of Feb 13**: Functional Advisory Teams finalized scorings
- **Feb 16**: Systems Renewal Steering Committee compiled ratings
- **Feb 23**: Recommendation submitted to the Executive Committee
- **March - May**: Contract negotiations with preferred vendor ongoing
Next Steps

Mar - April: Post positions for Org Design & Change Management Consultant; and SMAART Project Public Relations Manager

May: Depending on the Vendor chosen, issue an RFP for Systems Integrator

May – July: Select Systems Integrator and Vendor Negotiations

May – June: Discussions about Backfill and Timing

Early Fall 2012: Kickoff ERP Project implementation
Focus on Change Management

Carefully consider and develop communication and change management action plan - *focus on the people*

Continue the change management/team effectiveness training with Systems Renewal Steering Committee members

A Change Management course is being developed by Dr. Teal McAteer based on her current MBA course offering at DSB

- Key “change ambassadors” will be trained to deliver this course

After vendor and implementation schedule are identified will determine training requirements

- Functional Implementation teams will be provided with one day change management/team effectiveness training
FAF Case Study Exercise
April 12, 2012

Change Management Checklist
Components

Dr. Teal McAteer
DeGroote School of Business
Change Management Strategic Levers

Managing the Change Process

- Project Governance
- Gap Analysis
- Action Planning and Transition Management
- Measuring the Change
  
Describe the Future State

Enabling & Sustaining People

- Leadership Capacity
- Communications
- Training & Learning
- Recognition & Rewards
Change Management Checklist

Step 1: INITIATING THE CHANGE
✓ we know why we have to make the change

Step 2: GAP ANALYSIS
✓ we know what to change; restraining forces; driving forces

Step 3: ACTION PLANNING AND TRANSITION MANAGEMENT
✓ we have an action plan with steps to close the gap between current and desired states

Step 4: MEASURING THE CHANGE
✓ we have developed multiple measures of our success

Step 5: CELEBRATING SUCCESSES
✓ we know how we will celebrate our achievements
STEP #1: INITIATING THE CHANGE
We know why we have to change

- Crisis
- Transformational vision
- Transformational leader(s)
- Common goals across units/departments/programs...
- Education
- Information
- Innovation
- Competitive signals
- Dissatisfaction with status quo
STEP #2: GAP ANALYSIS

We know what needs to change

- Strategy
  - plan/course of action
- Structure
  - hierarchy, reporting relationships
- Systems
  - formal/informal processes
- Style
  - management/leadership behaviours
- Staff
  - development of human resources
- Shared values
  - culture
- Skills
  - competencies
STEP #2: GAP ANALYSIS

We know the driving forces

- Could be external and/or internal factors that are forcing/supporting/pushing the change
- Benchmark data; outside market forces
- Vision of a champion
- Work group attitudes and norms
- Internal systems aligned with the change
- Cumulative examples of shifts in right direction
STEP #2: GAP ANALYSIS

We know the restraining forces

- Past successes/failures
- Existing culture
- Current vision
- Current and/or past Leadership practices
- Embedded systems and processes

*All can lead to active inertia, groupthink, and other practices that impede critical judgment and action*
STEP #3: ACTION PLANNING

We have an action plan

- Goals / Target → The What?
- Implementation steps → The How?
- Timelines/Deadlines → The When?
- Who will be involved → The Who?
- How progress will be measured → Tracking?
- Barriers & Contingency plans → Backup?
- RACI → Responsible; Accountable; Consulted; Informed?
We have considered four critical areas in transition management:

- Building leadership capacity
- Training and learning
- Communications
- Rewards and recognition
STEP #4: MEASURING THE CHANGE

We have measures of success

- Financial perspective
- Customer perspective
- Internal processes
- Learning and growth
STEP #5: CELEBRATING SUCCESSES

We have planned celebrations

- Who?
  - Individual/team?
- When?
- What?
- How?
  - Resources?
THE CHANGE MANAGEMENT PROCESS IN ACTION

Table Collaboration Session
Facilitated by Table Leaders
60 minutes

Break & Super Leader Discussion & Preparation
15 minutes

“Super Leader” Presentations on Four Scenarios
30 minutes

Closing Comments
15 minutes
BREAK
10min
CHANGE MANAGEMENT
PROCESS IN ACTION

BREAK OUT GROUPS
1 hour
BREAK
15min
Forward with Integrity Update

Presentation to Financial Administrators

Susan Denburg - AVP, Academic FHS & Strategic Advisor to the President
&
Dr. Patrick Deane - President
Membership

The task forces and advisory group were assembled according to the following:

- 1 faculty member from each of the 6 Faculties
- 1 CAW staff member
- 1 TMG staff member
- 1 undergraduate student
- 1 graduate student
- 1 library representative
Community Engagement Task Force

- Focus: Incorporate community engagement into the academic mission: integrate with research, teaching/learning and service

- Idea: Give faculty/staff/students more recognition for involvement in community initiatives
Student Experience Task Force

- **Focus:** Support for students in identifying and reaching learning goals; enhanced opportunities for research and interdisciplinary activities

- **Idea:** Learning portfolio – to capture all aspects of the student’s learning journey at McMaster (curricular and co-curricular activities)
Research Task Force

- **Focus**: Strengthen research culture; facilitate collaboration; reinforce link between research and education

- **Idea**: Review research infrastructure and support; redistribute some features to Faculties (e.g. budget support for grant applications)
Internationalization Task Force

- Focus: Support research and academic excellence through strength in international initiatives

- Idea: Enhance internal coordination and expose more students to international initiatives either in the classroom or by traveling abroad
What’s Next?

Task Force position papers: April 27
- Context, challenges, recommendations
- Post on President’s website
- Invite McMaster community to respond
- Prioritize recommendations and formulate implementation plan

What do you think about the ideas presented?
What would they mean to you?
Concurrent Sessions

- TRAVEL – MUSC 319 (stay here)
- SAS FM – MUSC 313
- PENSION – MUSC 315
- PROCUREMENT & RESEARCH – MUSC 220
BREAK
15min
7th INNING STRETCH
Expansion of Ask McMaster to Financial Affairs

Paulette Malcolm - Program Administrator, Education Services
Theresa Cooke - Manager, Student Accounts & Cashiers
Recommendation of CALM Team – a ‘Golden Egg’ that came out of last year’s conference

- Expansion to Financial Affairs

CALM TEAM: Pat Fraser, Diane Gauthier, Laura Harrington, Paulette Malcolm, Donna McCarty

Video Presentation
Welcome to Ask McMaster

Ask McMaster is a tool designed to aid future and current students, faculty and staff in finding answers quickly to frequently asked questions about admissions, tuition, registration, or financial or human resources administrative policies and procedures.

The tool is easy to use. Just choose the most appropriate area for your question and type a complete question in that box and press Enter (e.g., if you are seeking information about what are the undergraduate admission requirements, choose the box titled PROSPECTIVE STUDENTS AND ADMISSIONS). An answer will be displayed along with other related information.

Tips for using Ask McMaster
- Ensure that you are using the correct box for your question.
- Use a complete sentence and keep it simple.
- Ask only one question at a time.
Ask McMaster
Let’s Try!

http://mcmasteru.intelliresponse.com/financialaffairs/index.jsp
Closing Remarks

- 3rd Annual FAF?
- CAUBO 2013?

Conference evaluation
  - Please complete
  - Link to be sent next week