Agenda

- **Introduction**
  - David Wilkinson, Provost and VP Academic

- **HR Launch**
  - Wanda McKenna, Executive Director, Human Resources

- **Student Launch**
  - Melissa Pool, Registrar

- **Preparing for the Launches**
  - Paul Short, Director, Change Management
What is Mosaic

- Mosaic is McMaster’s project to modernize its business processes and replace its current business systems with an enterprise resource planning (ERP) system.
  - Modernizing business and administrative processes first
  - The new ERP system enacts process improvements
Current Administrative Systems

McMaster has more than 20 administrative information systems which:

- are obsolete and expensive to maintain
- were designed for a smaller, simpler university
- are ill equipped to accommodate increasing regulatory compliance requirements

*McMaster has grown and changed. Its current systems no longer meet the University’s needs.*
The Mosaic landscape for HR

The following modules are in-scope for HR Release One:

October 2014

- Core HR – Personal Information, Job Data, Compensation
- Payroll – Payroll Processing, Taxes, Pay cheque
- Benefits - Life, Major Medical, Dental
- Time Management - Time Entry, Time approval, Leave tracking
- Health & Safety - Incident tracking
- Training Administration – Course enrollment, course tracking
- Recruitment – Job posting, applicant tracking, offers, hire
- Employee Self Service – View personal info, view pay cheque, enroll in training
- Manager Self Service – Recruitment process, time approval, reporting
- Workflow – Time approval, recruitment approvals
- Pension – Weekly Interface with an external pension provider
The Mosaic landscape for HR

January 2015

- Employee Self-Service (Full) – Update access
- Manager Self-Service (Full) – Enhanced access to their employees information
- Workflow – Enhanced approval workflow for manager self service
- Pension – Self Service – including lump sum (commuted value) and annual pension estimates
Impacts on Departments

- Time management
- Recruitment (hiring)
- Health and Safety Training administration
- Employee self-service/manager self-service
- Graduate student payroll & scholarship
Workflow - Delegation

- Workflow (approvals) based on your organizational structure

- Two types in HR
  - Time entry
  - Recruitment

- Finance – different workflow
Training

- On-line or in class

- Time management – classroom training, half-day session starting Sept. 30 – on-line also available Sept. 30
  - Time entry training is required for people who enter time on others behalf before the HR launch

- Recruitment (hiring) training is highly recommended for administrators
Go-Live Support Levels: HR

Level 0: Self Help and Training

Level 1: Super User Network

Level 2: HR Support from appropriate group: HRSC, FHS HR or SGS

Level 3: Mosaic Project Teams (Tech & Project) and Oracle

- Process/How do I...
- Enhancement
- Reporting/Data...
- Break-Fix

Security Issues

UTS Service Desk
Student Administration 2015 Timelines

**STUDENT ADMINISTRATION: UNDERGRADUATE ADMISSIONS LAUNCH**
- Nov 18, 2014
- Affects all incoming undergraduate students with a start date of May 1, 2015 and later

**STUDENT ADMINISTRATION: COURSE CATALOGUE AND SCHEDULING LAUNCH**
- Dec 01, 2014
- This launch supports the setup of courses, the scheduling of classes and Registrar invigilated exams

**STUDENT ADMINISTRATION: GRADUATE ADMISSIONS LAUNCH**
- Feb 2015
- Graduate admissions has a different launch date than undergraduate admissions to avoid affecting important scholarship deadlines
- Affects all incoming graduate students with a start date of May 1, 2015 and later
STUDENT ADMINISTRATION:
STUDENT RECORDS LAUNCH

MAR 2015

- MUGSI and SOLAR replaced by Mosaic
- Faculty Center launch – this new tab in Mosaic will have functionality related to teaching
- Student Center launch – this will appear as a new tab in Mosaic for students. Students will register for classes, add/drop classes, view grades, etc. Current students will need to learn and adjust to the new system, but incoming students will apply and register in the new system
- Spring/Summer 2015 student course registration and scheduling done through Mosaic
- Level II selection through Mosaic

FINAL GRADES

APR 2015

- Final grades will be submitted in Mosaic through the Faculty Center

TEACHING SCHEDULE AND CLASS LISTS

MAY 2015

- Instructors will access their teaching schedule
REGISTRATION FOR FALL/WINTER CLASSES
- Instructors will access their class lists (rosters) through the Faculty Center.

STUDENT REVIEWING, CONVOCATION DECISIONS AND JUNE DEFERRED EXAMS
- Processes all occur in Mosaic

EXAMINATION QUESTIONNAIRE FOR DECEMBER EXAMS SUBMITTED IN MOSAIC
- Registrar invigilated December exams scheduled through Mosaic
Processes occurring in Mosaic:

- **March 2015**
  - Students register for Spring/Summer classes
  - Level II selection process

- **April 2015**
  - Grade collection

- **May 2015**
  - Reviewing and Convocation

- **June 2015**
  - Fall/Winter registration
Communication - Process Changes

- Websites
  - Central offices will be removing and updating information
    - Registrar’s Office/Enrolment Services, School of Graduate Studies, and Student Accounts
  - Faculty, Department and Program offices
    - Review links
    - Remove old process information and references to old systems (e.g., MUGSI/SOLAR, etc.)
    - You will be informed when central office websites are up-to-date with new information
Change Impacts – Scheduling

Current Process:

1. Tentative Timetable available internally
2. Final timetable published
3. Students register in a course
4. Registration is closed
5. Sectioning occurs
6. Student personal timetable available early August

Future Process:

1. Tentative Timetable available internally
2. Final Timetable published
3. Students register directly into classes, tutorials & labs and immediately receive their personal timetable
Impacts

- **Student Registration**
  - One-time set-up required between February and June to input “categories and holdbacks”
  - No sectioning - students register directly into classes
  - Categories and holdbacks at the class section level rather than at the course level
  - If needed, active enrolment monitoring/management by departments will occur in June (e.g., balancing sections)
  - Extremely difficult to move classes after registration opens
  - Necessary that any late sessional hires are available to teach in the assigned timeslot
Ways to minimize the impact

- Sufficient seat availability to support enrolment

- Understanding administration support needs March through June (one-time set-up, training, on-line grades, supporting registration period)

- Additional rigour or engagement during the course planning process (assigning instructors early, checking course combinations)
Ways to minimize the impact cont’d

- Diligence in checking the tentative timetable (the final timetable needs to be final)

- For late hires, hiring according to the already determined schedule.

- On-time grade submission
Student Open Houses

Wed. Oct. 22 – CIBC Hall
9:30 – 11:30 – Admissions
1:30 – 3:30 – Scheduling

Thurs. Oct. 30 – CIBC Hall
9:30 – 11:30 – Scheduling
1:30 – 3:30 - Admissions
Change by the numbers

- Change efforts fail -
- At saturation point -
- Believe more change is coming -
Definition of *Change Management*

*Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.*

[Prosci](#)
Understanding Change

1. Defined Process (methodologies & tools)

2. Focus is on PEOPLE – successful adoption
   - New behaviours, knowledge, skills

3. Measure of success is benefit realization
   - Modernize and improve our business processes
   - Replace computer systems (with an ERP)
Signature Activity
Disengaged

Anger disorientation

Frustration Worried

depressed Depression

Shock enthused

lost Uncomfortable

incompetent Useless tentative

uncomfortable Impatient Awkward Nervous mistrustful

inadequate Inert Testing Uneasy sad

Incapable

neglected Hopeless Fear

cynical Distressed Eager overwhelmed

uncertainty Incapable

Excited revived Unskilled

cynical Distressed Eager overwhelmed

malicious

Disengaged ENGAGED

resigned happy engaged

ecstatic Anxiety

Deflated

apprehensive skeptical

unappreciated

Disengaged
What does this mean for McMaster?

1. Students, faculty and staff will experience something new.
2. There will be a period of transition - different processes, technology, behaviours.
3. Expect a dip in productivity (learning curve)
4. Support will be in place (e.g. communication, training, change advisory support)
How you can help

1. Stay involved and understand the change.
2. Ask you students, faculty and staff to do the same.
3. Talk about ‘why’ this is important.
4. Remain positive and expect the same from your faculty and staff.
5. Utilize the support offered – communications, training.
6. If assistance required…please ask.
Change Management Reference Materials


Next steps

- Encourage staff to participate in training
- Anticipate and prepare for the transition effort
  - Defer or shift workload where feasible
  - Help one another
  - Recognize there will be rough patches and staff will need to be supported
- Set the tone
  - Patience, perseverance, and resilience
- Where necessary, seek support
  - 4change@mcmaster.ca
Questions

Mosaic Website: www.mcmaster.ca/mosaic

Project Inquiries: mosaic@mcmaster.ca

Change Support: 4change@mcmaster.ca