



SAY AGILE ONE MORE TIME, I DARE YOU

APPROACHES TO MANAGING COMPETING
PROJECTS & BAU AT UON

SESSION 3070
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ADU 7-9 NOVEMBER 2018

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PRESENTERS



UON & ORACLE

Campus Solutions 9.2

Oracle Service Cloud v18B Oracle

Marketing Cloud v18B

Social Relationship Manager v18B

Oracle Policy Automation v18B

UON SNAPSHOT



5 CAMPUSES
37,039 STUDENTS
2,722 FTE STAFF

UON SNAPSHOT



16,389
COMMENCING
STUDENTS

7,084
INTERNATIONAL
STUDENTS

24,026
UNDERGRADUATE
5,791
POSTGRADUATE

1,908
HIGHER DEGREE RSCH
5,314
ENAB, NON-AWARD



SESSION OVERVIEW

Lessons learned in utilizing different project methodologies at UON, and the impact on 'Business as Usual' activities in between!

1. ABOUT US
Introducing the two systems-focused teams at UON Student Central
2. AGILE vs WATERFALL
Wins and challenges in utilizing different methodology for different projects
3. KEEPING THE WHEELS TURNING
How projects have affected our BAU efforts and resourcing
4. LESSONS LEARNED
Winging it, but still winning it

STUDENT SYSTEMS

**Student Systems Analyst
and Communications**

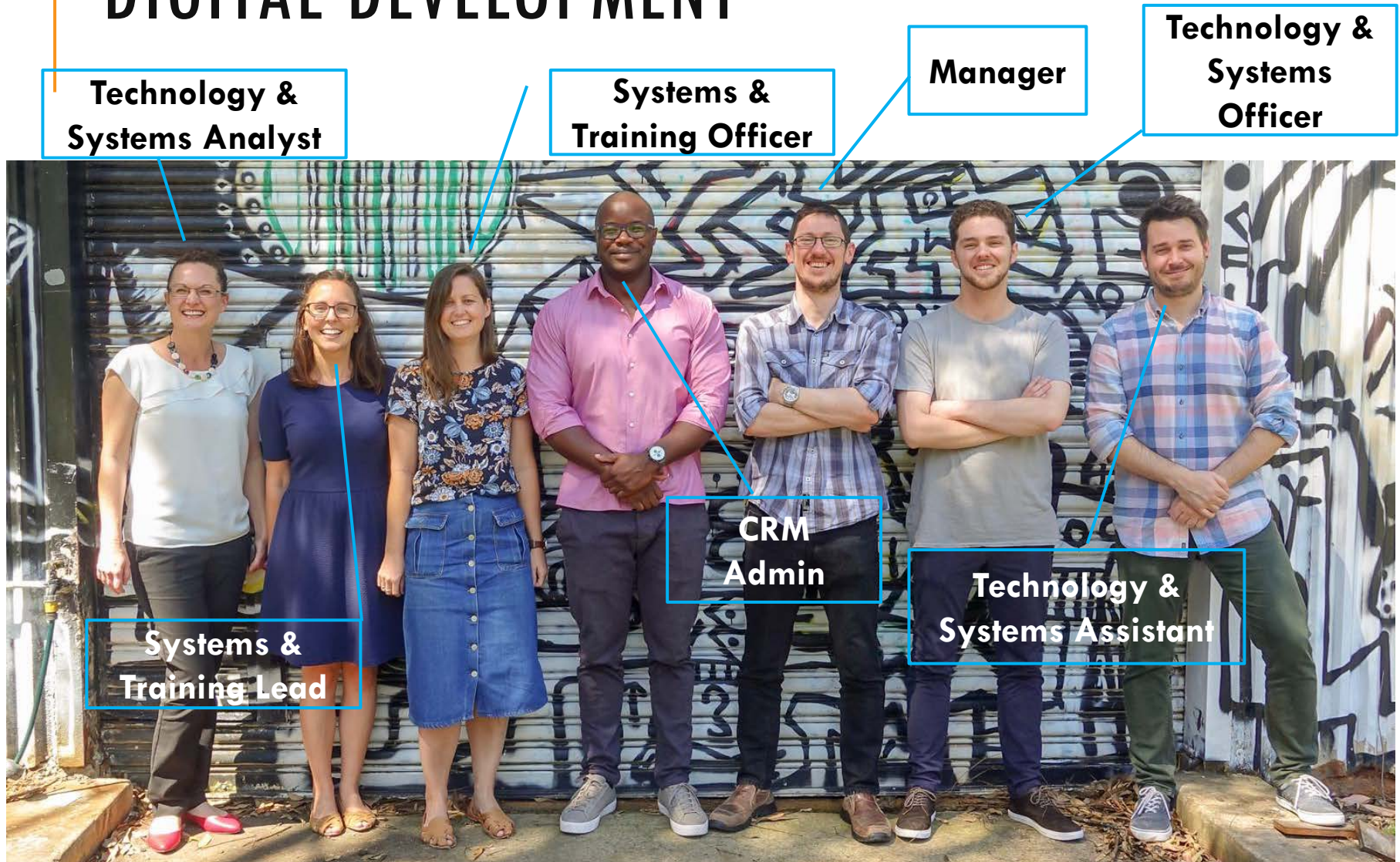
**Technology and Systems
Analyst – Uni Access**

**Senior Manager Student
Systems**

Functional Analyst x 2

**Technology and Systems
Analyst – Student and
Academic Business**

DIGITAL DEVELOPMENT



IT LANDSCAPE AT UON

- Two teams focused on system maintenance, development and enhancement at UON
- Responsible for different technologies, but not in isolation
- Business Support: User Groups, Communities of Practice, Training and End-User Support
- Student Central and IT Services – BAU and Strategic
- Changing IT Landscape and new ways of working

Student Systems Roadmap

End 2017

NUSTAR Student Information System upgrade complete including potential to deliver FLUID User Interface

Constraints based timetable delivered for 2018

Project discovery completed for Interactive Program Plans and Student Enrolment management

Continued expansion of Oracle Service Cloud and Oracle Marketing Cloud platforms

Admissions project commenced delivery

Digital Student Data project

Major enhancements to automate and strengthen Student Progression management and student support

2018

Enrolment project delivered to streamline student scheduling, planning and enrolment processes

Interactive program plans and progression tracking

Enhanced integration and information flow between key student systems (i.e. Oracle Service Cloud and NUSTAR) to support student service

Enhanced program and course management capabilities delivered through PCMS updates

Personalised student service delivered through new Student Portal and Mobile Ecosystem (with Single Sign On)

Automated student success and retention initiatives delivered through Student Information Management system and Service Clouds

Support for Short Course strategy and Continuing Professional Education

Admissions project continuing

Future

Potential to migrate to Oracle Student Cloud for student information management and support

Oracle Marketing Cloud to be prime UON communications tool for marketing automation

Provision of a single student view for University wide student relationship management

Seamless real-time integration between key student systems to facilitate a smooth student administration journey

Agility to offer flexible delivery for programs, fees and student management

Dynamic student support that is personalised, consistent, and offered on any device

Early 2017

Rollout of Oracle Service Cloud to high enquiry volume areas

Expansion of Oracle Marketing Cloud to support campaigns and communication

Minor NUSTAR enhancements to support student facing activities (i.e. Opal cards and LOA requests)

Online ID card ordering



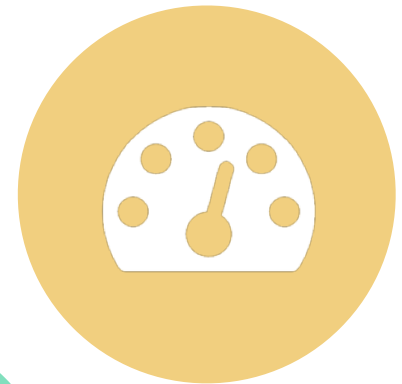
STRATEGIC IT PROJECTS

Navigating methodologies
to find out what works best

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STRATEGIC IT PROJECTS

- Business areas put forward proposals for funding to Strategic IT Committee
- Approved projects assigned a PM and BA who work with the business
- Strong governance processes
- Pros and Cons to this approach



TRADITIONAL PROJECTS - WATERFALL



CASE STUDY: CAMPUS SOLUTIONS UPGRADE

- Upgrade of Campus Solutions from 9.0 to 9.2 and Peopletools 8.53.06 to 8.55.12
- Scope included an analysis of 'pain points' and suite of functional enhancements
- Traditional waterfall approach
- Large emphasis on integration analysis and testing
- Documents, documents, documents
- Delivered 'on-time' and 'on-budget' HOWEVER:
 - Enhancement items de-scoped along the way
 - Early decisions unable to change, resulting in missed opportunities
 - Significant impacts on BAU work

WATERFALL SCORECARD

HIT AND MISS

Scope is rigidly defined and managed

Can be documentation heavy

Adapting to change is hard

Timeframes are strict

Prone to delays

TOTALLY WORKS

Delivering large scale, stable projects with clear end goals

Requirements are well understood

Governance gives great transparency and easy reporting on project

Allows for clear structuring of human and other resources

MOVING TOWARDS AGILE



CASE STUDY: ONLINE ADMISSIONS

- Bringing internal and external cohort applications onto OSvC/OPA
- Integration with Campus Solutions program catalogue to handle program intakes
- Integration with Campus Solutions to push offers up from CRM and matriculate and term activate new students
- Undergraduate auto-assessment
- 21 Sprints so far
- Long, arduous systems testing period of 3 sprints
- Design and build tweaking, massaging and morphing throughout
- Many items from original scope prioritised down
- Only a subset of scope will be delivered in 2018

AGILE SCORECARD

HIT AND MISS

- Development team should be multi-disciplinary
- **Doing** agile and **being** agile are not the same, but both are required
- Not having agile project discipline
- Not utilising appropriate tools to support it
- Not having a project space for the team
- Low documentation isn't a licence to be sloppy
- Absence of solid goal setting
- Both the project team and the business need to understand agile methodology

TOTALLY WORKS

- Delivering bitesize dev quickly
- Flexibility to react to changes
- Less time burned on project documentation
- Facilitates cross-unit collaborations and delivers shared successes
- Is immune to project stagnation – stuff is always getting done!

Dream approach



WHAT
WORKS
BEST.....

HOW ABOUT
‘WATER-GILE’?





KEEPING THE WHEELS TURNING

Impacts of projects on BAU
and Resourcing

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MANAGING 'BAU'

- The strategic (funded) always trumps the BAU operational and strategic non-funded
- Hard to manage stakeholder expectations
- Hard to plan delivery
- Strategic comes first, then operational then BAU strategic – fixes trump all

RESOURCING IMPACTS

- Hard to do effective workforce planning
- Hard to do effective workload planning
- Can be difficult to ensure job satisfaction for teams when work gets started, but not finished.
- There are actual costs involved for systems teams outside of ITS as strategic projects eat team time, but don't provide backfill
- Access to technical resources in ITS is virtually gone unless strategically funded



Image: Columbia Pictures

LESSONS LEARNED

All wins great and small,
and challenges in
between!

WINGING IT, BUT STILL WINNING IT

STRATEGIC

- Upgrade to CS9.2
- my eQuals implementation
- Enrolment project
- Online Admissions 2.0
- Program catalogue interface
- Offer interface
- and more...

BAU

- Appealing Final Result and Review of Progress online
- Course exit questionnaire
- BUI roll-out for some teams
- CRM roll-outs to new user areas
- PCMS enhancements
- Finance enhancements
- Query management improvements
- Usual bug fixes / end-user support
- and more...

PRESENTERS

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**ALL ALLIANCE PRESENTATIONS WILL BE AVAILABLE FOR
DOWNLOAD FROM THE CONFERENCE SITE**



THANK YOU!



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