

# **Change Management Makes the WAIT(list) Less Painful**

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**Session Number: 7003**

# MacEwan University at a Glance

- Located in Edmonton, Alberta and founded in 1971 as Grant MacEwan Community College by Grant MacEwan
- More than 19,000 students
- Diverse programming options: more than 65 programs including undergraduate and non-credit extension studies
- PeopleSoft Campus Solutions version 9.2, PeopleTools 8.56 and PUM Image 11

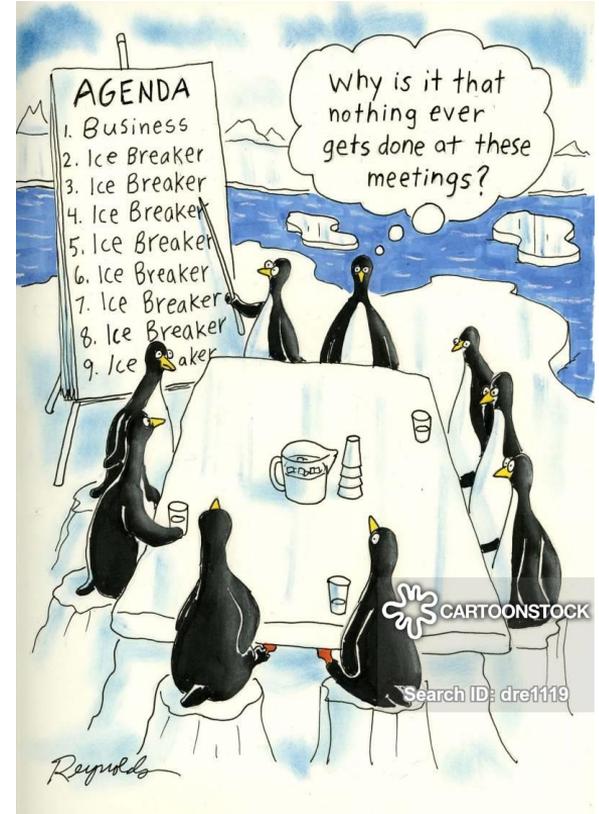
# Agenda



- Project & Timeline
  - Self Service Improvement
  - Waitlist Implementation
- Identification of Change Management Need
- Stakeholders
- Communication Liaisons
- After Go Live
- Lessons Learned

## Take Home Template

**Extra note:** the change management position is solely dedicated to Campus Solutions projects and changes. They are housed in the Registrar's Office in the Information Systems & Scheduling area.



# The Project

Previously, MacEwan University Self Service had confusing gaps in terms of finding refund dates and class components. We also had a 'first come, first served' process of class enrollment. The only way a student could get into a class is if there was a spot at the time they searched for it so they could enroll.

The Registration Self Service project was born. September 2017 to March 2018 for Fall 2018 enrollment cycle.

## **PHASE ONE**

- Class refund deadlines clearly indicated in multiple areas
- Class search secondary component order
- Reserve capacity changes

## **PHASE TWO**

- Waitlist implementation - allow students to add themselves to a waitlist which automatically adds them to the class when a spot opens

# Change Management Plan Needed



Early on, it was clear the project manager did not have a communication/ change management plan for the project.

Change Management responsibility not outlined in project documentation.

Historically, change management fell to the people in the project who thought of it. Or, it simply did not happen.

Me and my big mouth...



“What if, and I know this sounds kooky, we communicated with the employees.”

# Stakeholder Analysis



- Major players
  - Found in project statement
  - List of Sponsor(s), Leads, Analysts, Subject Matter Experts
- The lonely and forgotten
  - Web services
  - Tech support desk
  - Front line staff
- Communication Liaisons
- Your own networks
  - Listserves
  - Committees
  - Coffee!

# Communication Liaisons

## Ask yourself:

- Are they on a high-level project committee?
- Are they supportive of the project?
- Are they available/dependable - small analysis

## What are their responsibilities?

- Convey communications to their stakeholders
- Be prepared to answer questions
- Stay up-to-date on project information
- Share, share, share!

**Cheerleading! Energy is everything!**



# Change Management Plan



## Where do you start?

- Project timeline with key dates
- Template(s)
  - Project at a glance
  - Everything in one place
  - Serve as a reminder
- Collaborate and communicate

## ADKAR

Professional + Science = PROSCI  
[prosci.com/about](http://prosci.com/about)

# ADKAR



**A**wareness - university-wide changes - newsletters, tv screens, email, communication liaisons

**D**esire - scrum - small wins everyone loves - no matter how small - building reputation and connection

**K**nowledge – setting expectations, detailed resources to access, small bits at a time - don't overwhelm

**A**bility - training, centralized training site created, demos, walk-in sessions, ongoing

**R**einforcement - constant feedback, touch point meetings, coffees and chats...

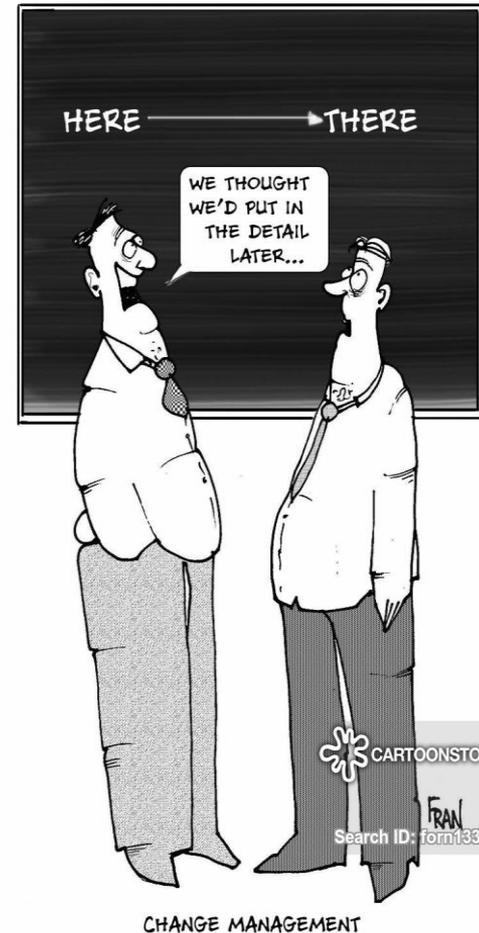
# Template

Four tabs in an excel document:

1. Communications
2. Website Changes
3. Training
4. Stakeholders

On next slide

Handout is a miniature version to indicate the content/notes contained in each of the tabs.



# Template

<b>Project Name:</b>	Self Service Registration (Waitlist)							
<b>Change Management Coordinator:</b>	Shawna Jansen							
<b>Date:</b>	Created December 15, 2017							

## COMMUNICATION PLAN TAB

### Standard Project Key Messages

Recipient	Message	Assumptions	Timeline	Channel	Recipients Response	Responsible	Link to Communicate	Status
Deans, Director, Chairs	Project Overview/timelines Familiarize high-level administration with upcoming changes to the Student Centre	They have heard some details from advisory members about the project	January 8, 2018	Email	FYI Only.	Naomi Beke		Complete

## WEBSITE CHANGES PLAN TAB

Link	Details	Accountable
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### Program-Specific Sites to be updated

Our responsibility is to remind program areas to review their websites and submit any required changes

### Video Removal

<a href="https://www.macewan.ca/wcm/">https://www.macewan.ca/wcm/</a>	Drop/swap classes	Person Name

## TRAINING PLAN TAB

Deliverable	Audience	What	Prepared by	Reviewed by	Due Date	Complete
Instructions - WaitList *students	1 pager	Students	Robb (or delegate)	Mario	Jan 26	Yes

## STAKEHOLDER PLAN TAB

Project Phase	Stakeholder	Notes
	Web Services	Provide initial timeline of project and provide updates
	Tech Support Help Desk	
	Data Governance Coordinator(s)	

# After Go Live Lessons Learned



## Change Management does not stop!

- Online instructions - include all functionality
- Course history detail query
  - Do not assume skill levels
- Waitlist status in Course History page
  - Listen to what is critical during requirement gathering and testing
  - If something is not deliverable, be prepared to explain why and have an alternative
- Waitlist purge - communication and follow-up
  - New person forgot, students enrolled and charged
  - Sustainment needs to be monitored
- We now hold quarterly Information Sessions with all university advisors!

Grab that coffee!

**“I didn’t fail. I just found a thousand ways that didn’t work.” Thomas Edison**

# Presenter

**Shawna Jansen**

Change Management & Data Governance Coordinator  
Previous Functional Analyst (on project)  
Information Systems & Scheduling  
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**Thank you!**



# RESOURCES



As promised, following is a list of resources to provide more information on change management:

- Association of Change Management Professionals:  
[https://www.acmpglobal.org/general/custom.asp?page=about\\_acmp](https://www.acmpglobal.org/general/custom.asp?page=about_acmp)
- Organization/Training: Prosci Canada [www.Prosci.com](http://www.Prosci.com)
- Book: Change Management, The People Side of Change written by Jeffrey M. Hiatt and Timothy J. Creasey
- Book: ADKAR, A model for Change in Business, Government and our Community. How to implement successful change in our personal lives and professional careers. Written by Jeffrey M. Hiatt
- Book: Employee's Survival Guide to Change written by Jeffrey M. Hiatt