

UC San Diego

Change Management

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Agenda:

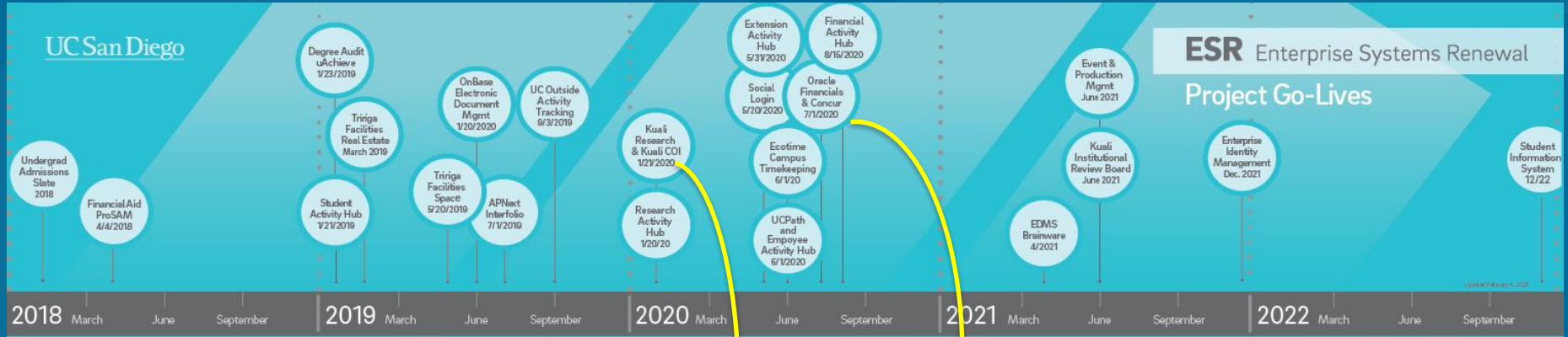
- Situation – UCSD Enterprise System Renewal
- Problem – How to ensure the program is successful;
- Implications – Organizational Change Management
- Q & A



UCSD Enterprise System Renewal Program

- The Enterprise Systems Renewal (ESR) program is a multi-year initiative that is reshaping the way UC San Diego does business.
- \$70M+ Budget, 500+ FTEs, 150+ Applications
- 4 year roadmap, functional & technical solution deployment

Situation: ESR Program at a Glance



	Kuali Sponsored Programs + COI	Oracle Financial/Procurement + SAP Concur
Hours	24,308	93,645
Tasks	2,935 (avg: 10 hours)	17,686 (avg: 4.9 hours)
Deliverables	294	2,218
Total Staff (entered time)	105	399
Peak Staff	31 (on Jan. 10, 2020)	106 (on Jul. 1, 2020)
Peak Sliced Index	7.2 (on Dec. 1, 2019)	8.3 (on Apr. 19, 2020)
Staff Augmentation Budget (Functional/Technical backfill)	\$1.4M	\$9M
Total Consulting Budget	\$395k	\$969k (Finance/Procurement) & \$200k (Concur)
Total Templated Artifacts	127	127

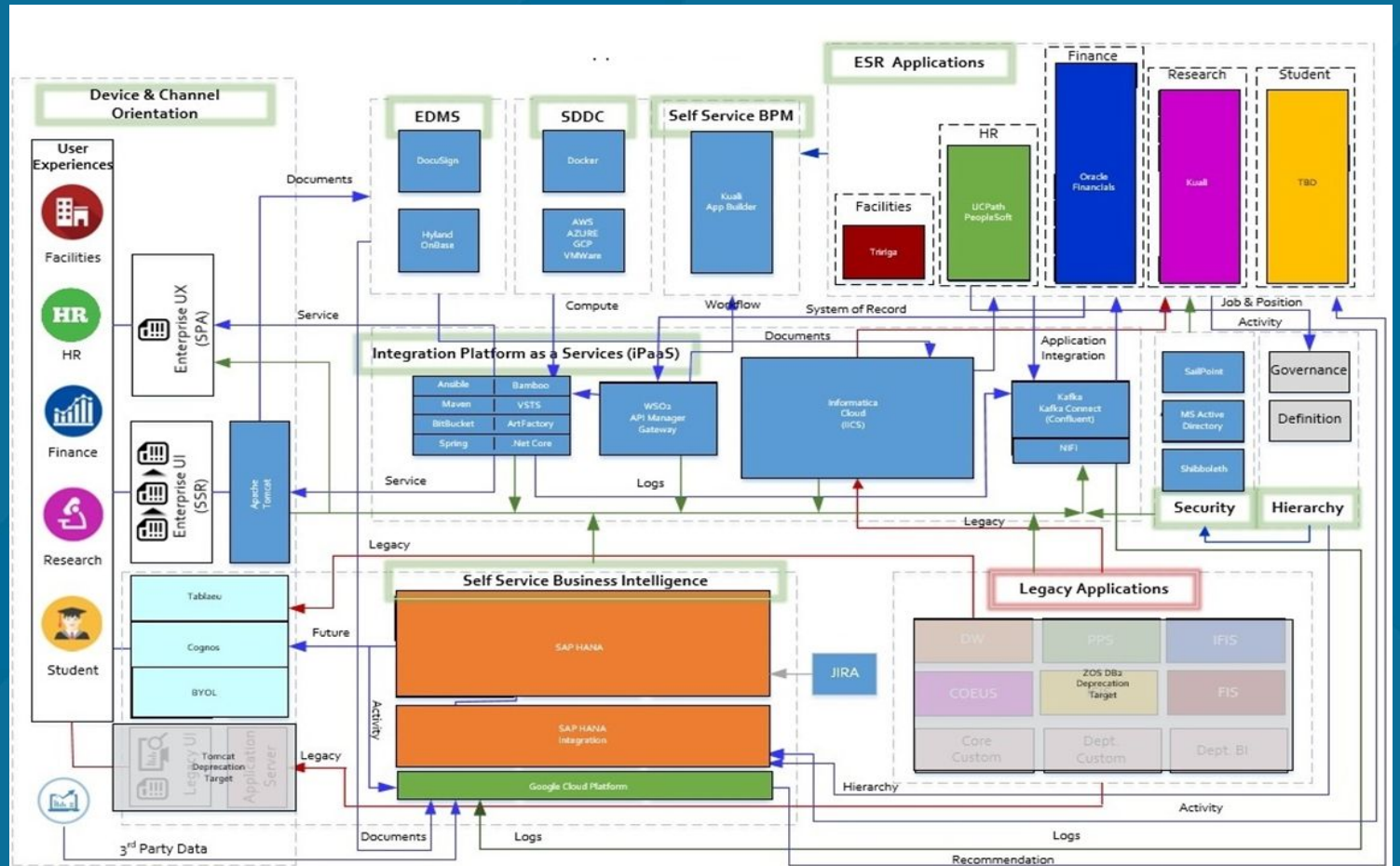
Need for Change

- Teams using different tools
- Took 4-6 weeks to build any integration
- Inconsistent SDLC
- Unpredictable Quality
- ESR required
 - Cloud specific integration Platform
 - Agility
 - Predictable and Consistent outcome

ESR Architecture: Designed for a digital

Orientation:

- ✓ Better
- ✓ Faster
- ✓ Cheaper



iPaaS Platforms Feature Set

Kafka

- Deployed Cloudera NIFI
- Deployed Cloudera Kafka
- Developed EAH data flow (DDODS to HANA) – 3.5 weeks
- Started LMS data flows (Canvas and OpenEdx)
- Started FAH data flows (OFC)
- **Started IICS (RIS) migration (RIS)**
- Reviewed IAM streaming use cases
- Evaluated Cloudera/Confluent Kafka

API Manager

- Developed 18 month streaming platform roadmap
- Developed 6 month IICS retirement roadmap
- Tracked all roadmap activities in ITS-PRO
- Operationalized Cloudera Jumpstart support for NIFI/Kafka
- On boarded Slower for development, training and platform enablement

Nifi

- Defined agile streaming integration process
- Tracked all development activities in ITS-Pro
- Evaluated end to end process with AH
- Evaluated platform automation for scale and deployment

GoAnywhere

- Conducted three developer roadmap sessions
- Training enablement program for developers
- **Working on a Hack-a-Thon to accelerate IICS migrations**

iPaaS Platforms Feature Set

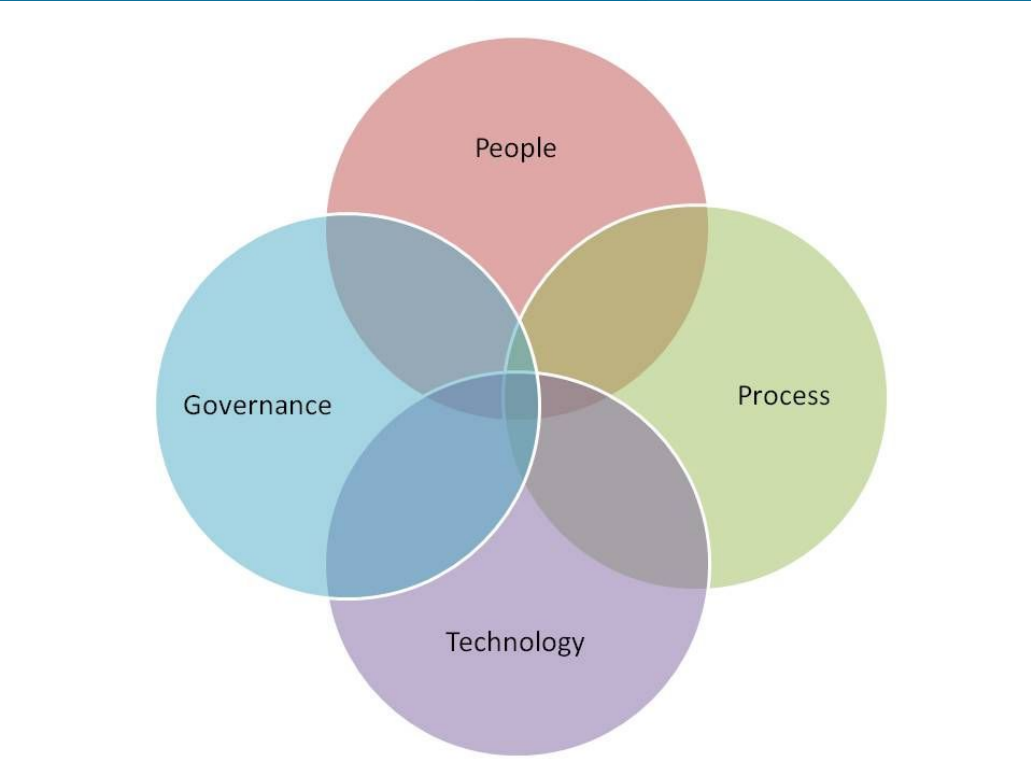
Airflow

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EKS

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-

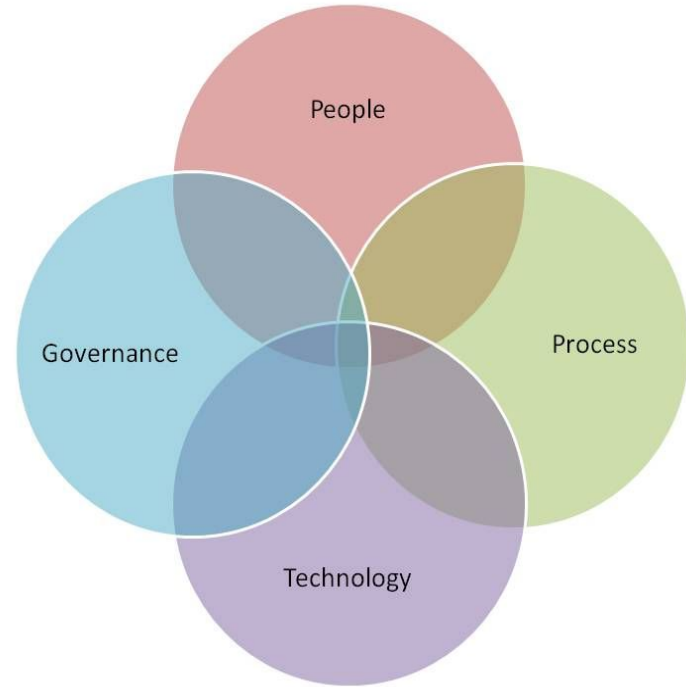
Technology Rollout



OCM - The PEOPLE side of Change

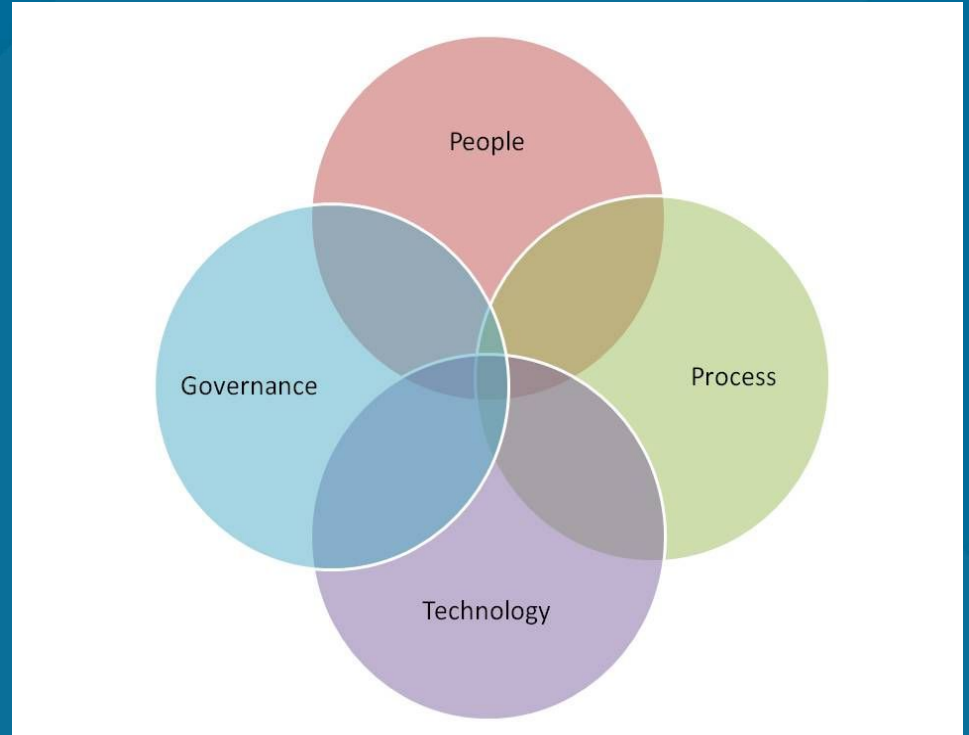
Organizational Change Management - OCM

- Identify Sponsors of the Change (Senior Leadership)
- Identify pockets of resistance to the change
- Identify allies and change Champions
- Put together a communication plan
- Follow the ADKAR model to roll out the change
- Take the time to CELEBRATE milestones and accomplishments



ADKAR Model to support the PEOPLE side of the change

- **A**wareness (of the need for change).
- **D**esire (to be part of it).
- **K**nowledge (of how to change).
- **A**bility (to change).
- **R**einforcement (to sustain the change in the long term).



ADKAR - Awareness

- iPaaS is HERE! Department wide event
- iPaaS Roadshow - Meetings with Development teams
 - provide more detailed information
 - gauge excitement and resistance
- Kick off meetings -
 - on boarding the first teams on the platform
 - supporting development

ADKAR - Desire

- iPaaS Pizza parties and department events
 - Invite Sponsors to show support
 - Invite change champions to:
 - speak of their experience learning the new tools
 - show the advantage of using the new platform for their team
- Sharing plans for department-wide training

ADKAR - Knowledge

- Vendor training sessions available for all developers in the department.
- Embedded contractors with expert knowledge on our team.
- Local change champions to work on use cases with expert contractors.
- Establish a “train the trainer” plan
 - Training sessions are use case implementations!
 - Our champions to conduct training to the community, and boost-buy in
 - If my colleague did it, I can do it too!

ADKAR - Ability

- Provide wide access to online classes (udemy / pluralsight)
- Mature Unified documentation on Confluence
- With training available, and improved processes around the platforms the developers community developed confidence
- Implementation partner - speed of delivery

ADKAR - Reinforcement (to sustain the change in the long term)

- Publish Pattern catalog to standardize development
- Mature Unified documentation on Confluence
- Establish Community of Practice for API and Integration
- Ongoing support from the leadership
- Continuous improvement of our Development Patterns and our iPaaS Platforms

Key takeaways

- You need OCM to support the people side of a large change
- Take the time to build an OCM plan and follow it
- Use ADKAR to guide the process
- Take the time to celebrate milestones and accomplishments

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