Customer Perspective on Service Maturity

- Are you ready for a cloud enabled future for your ERP?
“Having spent 20+ years in technology tackling ever larger problems and enabling innovation through the delivery of IT strategies, I've been privileged to have taken part in and led the delivery of large scale cloud and compliance solutions across Higher Education, Telecoms and Banking Sectors for customers as broad as Heriot Watt University, Birmingham City University, British Telecom, BGC Partners and Bank of China.”
Why did HW go on this journey?

Oracle R12

Continuous Cycle Cloud Platform

Creation  Growth  Maturity  Decline  Phase Out  Obsolescence
Why Did We Choose a People Centred Change Approach?

"Having appropriate technologies on hand is only one part of the story. Our survey results indicate how, exactly, companies should make the technology-supported changes that differentiate successful digital transformations from the rest..."

<table>
<thead>
<tr>
<th>Success rate of digital transformations, by key factors, % of respondents</th>
<th>Management team established clear change story for transformation</th>
<th>Digital tools were implemented to make information more accessible across organization</th>
<th>Digital self-serve technology was implemented for employees' and/or business partners' use</th>
<th>Senior managers fostered sense of urgency for making transformation changes</th>
<th>People engaged in key roles encouraged collaboration between units on transformation initiatives</th>
<th>Standard operating procedures were modified to include new digital technologies</th>
<th>Senior leaders encouraged employees to experiment with new ideas</th>
<th>People engaged in key roles encouraged employees to challenge old ways of working</th>
<th>People engaged in key roles were more involved in developing initiatives than during past change efforts</th>
<th>Senior managers ensured collaboration between units on transformation initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement describes transformation</td>
<td>22</td>
<td>21</td>
<td>24</td>
<td>23</td>
<td>22</td>
<td>21</td>
<td>22</td>
<td>20</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Statement does not describe transformation</td>
<td>3.1x</td>
<td>2.1x</td>
<td>2.0x</td>
<td>1.9x</td>
<td>1.8x</td>
<td>1.8x</td>
<td>1.7x</td>
<td>1.7x</td>
<td>1.6x</td>
<td>1.8x</td>
</tr>
</tbody>
</table>

1Respondents who report success say their organizations' transformations were very or completely successful at both improving performance and equipping the organizations to sustain improvements over time; n = 263.
2Out of 21 key factors of success, determined by Total Unduplicated Reach and Frequency (TURF) and Shapley analyses. These analyses were used to make commensurate comparisons of best practices within a digital transformation, which were tested by using different types and structures of questions.
3Includes respondents who either agreed (somewhat or strongly) that a given statement describes the transformation or selected a given practice as true of the transformation.
4Includes respondents who either disagreed (somewhat or strongly) that a given statement describes the transformation or did not select a given practice as true of the transformation.
Objective: Creating Powerful Business Processes

- A coherent user journey that offers transparency of the task being performed
- Consistent design logic with iterative feedback from the user throughout the process
- Permitting of resource agility and role sharing/location diversity
- Senior Leaders focussed on strategic output, with process complaints and internal business stakeholders satisfaction managed by internal leads (alongside third party suppliers)
- Digital at source – less paper
- Consistent hours of operation
- Supporting Strategy 2025
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Service Centric Structure by Design

Multi Channel Contact Centre Technology with Pipeline Process Capability

Helpdesk Service Team(s) Utilising Customer Relationship Management Practices

ERP Suite with Highly Configurable Business Process Integration & Automation Capability

Hire to Retire
Core Finance
Learning & Progression
Purchase to Pay
Resource Management
Reporting & Support
Enabling the University to deliver an exemplary experience for staff, students and suppliers:

- Working towards the elimination of transactional finance data inaccuracy
- Providing progressively easier processes for purchasing and supplier management
- Enabling simplified payment processes for self-funding students in our regions where that support does not exist
Business Objectives – Process Improvements

Enabling the University to move towards industry standard processes which improve how we work:

• Reduction of silo activities and work practices
• Removal of unnecessary data transfer between discrete systems
• Increased automation of appropriate processes through workflows
• Provision of improved service centric self-service facilities backed by better departmental support of those facilities
• Progressive reduction of manual effort towards the 5 year target of a significantly improved service experience for staff, students and suppliers
Adoption of a modern ERP platform which delivers innate support for Service Orientated Architecture principles and data models. Enabling speedy and accurate reporting, with the aim to enhance the delivery of information required to make long term strategic decisions and tactical adjustments to improve short term effectiveness.

- The introduction of dashboards including real-time data allowing for “smarter working”
- Reduction in the overall number of systems used to generate MI / BI
- Reduction in the time and complexity of compiling useable MI / BI
- Improved accuracy and consistency of MI / BI
- Enabling the delivery of a higher degree of confidence in reporting
Our Rollout Timeline

- **Phase 1**
  - Initial Workshops
  - Conference Room Pile Build
  - Core HR Global Process Playback
  - Core HR Global User Acceptance Testing

- **Phase 2**
  - Platform Launch Core HR Global
  - Core Finance Global Process Playback
  - Core Finance User Acceptance Testing

- **Phase 2+**
  - Platform Launch Core Finance
  - Online Platform Rollout
  - Dec 2021
Our Change and Adoption Method

Step 1
Business Process Mapping

Step 2
Service Experience Mapping

Step 3
Maturity Self Assessment

Step 4
Business Readiness Workshops

Outcomes
- Roadmap of deliverables
- Business readiness strategies function by function
- KPI’s for Achievement of Deliverables
- Outline resource and schedules for achievement of business readiness
- Benefit Timeline Assurance
## COMMUNICATION
- Positive: 53
- Negative: 11

## FACILITATION
- Positive: 94
- Negative: 21

## LEADERSHIP SUPPORT
- Positive: 27
- Negative: 5

## PERCEIVED BENEFIT TO ATTENDEE
- Positive: 34
- Negative: 14

## POSITIVE ADOPTION
- Positive: 32
- Negative: 13
I have a better understanding about how HR/Finance will work in the new system
I learned new things about how we work at the moment
I see these workshops as a professional development opportunity
The content was relevant to me/my role
I would be happy to attend future workshops
Attendance at the workshop did not have any impact on my day job
My attendance at the workshops are fully supported by my department
Before the workshop, my senior leader had talked about the ERP programme and...
The workshop was well organised and appropriate in length
I had no problems using Zoom for the workshop
I have already taken action based on what I heard in the workshop
The Heriot-Watt ERP project team were helpful during the session
The Oracle consultant was able to address my queries
The Oracle consultant was well prepared and understood Heriot-Watt requirements
The workshop contents were structured well
The topics that were outlined in the invitation were covered in the workshop
The purpose of the session was communicated well at the start of the session
The invitation told me what to expect from the workshop
I understand why I was invited to the workshop.
I am happy with the amount of engagement I’ve had with the ERP programme

<table>
<thead>
<tr>
<th>DETAILED RESULTS</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Applicable</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a better understanding about how HR/Finance will work in the new system</td>
<td>5</td>
<td>9</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I learned new things about how we work at the moment</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I see these workshops as a professional development opportunity</td>
<td>4</td>
<td>6</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The content was relevant to me/my role</td>
<td>6</td>
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<td></td>
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<td>6</td>
<td>2</td>
<td></td>
<td></td>
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<tr>
<td>Attendance at the workshop did not have any impact on my day job</td>
<td>3</td>
<td>8</td>
<td>11</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>My attendance at the workshops are fully supported by my department</td>
<td>1</td>
<td>7</td>
<td>5</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Before the workshop, my senior leader had talked about the ERP programme and...</td>
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<td>9</td>
<td>3</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>The workshop was well organised and appropriate in length</td>
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<td>8</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had no problems using Zoom for the workshop</td>
<td>1</td>
<td>9</td>
<td>3</td>
<td></td>
<td>2</td>
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<tr>
<td>I have already taken action based on what I heard in the workshop</td>
<td>4</td>
<td>9</td>
<td>3</td>
<td></td>
<td>2</td>
</tr>
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<td>The Heriot-Watt ERP project team were helpful during the session</td>
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<td>8</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Oracle consultant was able to address my queries</td>
<td>1</td>
<td>10</td>
<td>4</td>
<td></td>
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<td>10</td>
<td>3</td>
<td></td>
<td>6</td>
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<tr>
<td>I understand why I was invited to the workshop.</td>
<td>4</td>
<td>7</td>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Keep Telling Them What is Going On

ERP Programme Newsletter

November 2020

ERP Programme Newsletter

January 2021

ERP Programme Newsletter

ERP Programme Updates

Oracle Transactional Business Intelligence

Gaurav Deshmukh

Visit our website to know more about the ERP Program

External Candidate Journey

Visit our website to know more about the ERP Program

How is the new recruitment site expected to look like for external candidates of Heriot-Watt University?

ERP Workshop Updates

Fortnightly

Monthly

Reporting Demonstration

A highly anticipated request has been the curiosity to get a glimpse of how the system is going to look like so we have put together our very first demo on Reporting for you. In this 10-15 minute demo, ERP programme director, Tarun, will introduce you to the Oracle Transactional Business Intelligence (OTBI) E A talk through some of the features that will hopefully give you some insight on the power of the platform that ERP is intending to release.

Tarun is a key member of our reporting team and will be leading the push to provide Reporting tools in our Pennant platform.

Timeline of HR/Payroll Go Live early 2021

The following is a timeline leading up to the go live for global HR/Payroll Platform in February 2021.

Upcoming Next:

ERP Programme Attendees

Oracle Transactional Business Intelligence

Gaurav Deshmukh

Visit our website to know more about the ERP Program

External Candidate Journey

Visit our website to know more about the ERP Program

How is the new recruitment site expected to look like for external candidates of Heriot-Watt University?
Recognising How People Learn at Work

MEET THE MODERN LEARNER

As training moves to more digital formats, it’s colliding with new realities in learners’ jobs, behaviors, habits, and preferences.

Today’s employees are overwhelmed, distracted, and impatient. Flexibility in where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they’re taking more control over their own development.

UNTETHERED

Today’s employers find themselves working from several locations and structuring their work in more flexible ways to accommodate their staff. Companies are finding it difficult to reach these people consistently and even harder to deliver them flexibility.

ON-DEMAND

Employees are accessing information and learning—efficiently and effectively—than they did a few years ago. More are looking for answers outside of traditional training and development channels. For example:

- 30% of full-time employees depend on the Internet for training.
- 20% of employees prefer video or audio over other formats.
- 13% of employees are more motivated to learn when they see others learning.

COLLABORATIVE

Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.

- 80% of employees connect online to solve problems and share knowledge with peers.
- 77% of learners use people other than their instructor or facilitator.
- 55% of learners are motivated by or see the value of knowledge-sharing relationships.

EMPOWERED

Rapid change in business and organizations means everyone needs to constantly be learning. Many and more people are looking for options on their own because they aren’t getting what they need from their employers.

- 10% of employees spend more than 5 hours per month on self-directed learning.
- 40% of learners say they learn more from their peers and managers than they do from formal training.
- 32% of learners are more motivated when they can learn on their own.

Learning Comes From Doing

70% Learning on the Job

Learn & Develop Through Others

20% Learning from Collaboration

10% Formal Learning

Bersin by Deloitte
Our ERP Training Hub – Bite Sized Information
Our User Segmented Approach for End Users

- **End Users**
  - Self-service users (e.g., employees, casuals, custom roles (local administrators / EAs / PAs & requisition users))
  - Line Managers & Approvers
  - Senior Management level users
  - External Parties (e.g., recruitment agencies, Equinity, Boardroom)

**Communication**

- Staff Communication
- Training Hub and Roadshows
- Outreach and Partnership
Go Live Online Engagement Statistics

**7 Day Statistics**
- Unique viewers: 1,200 (107% since last week)
- Site visits: 7,720 (17% since last week)
- Avg time spent per user: 3m 9s (31% since last week)

**30 Day Statistics**
- Unique viewers: 1,358 (51% since last month)
- Site visits: 12,699 (46% since last month)
- Avg time spent per user: 3m 47s (38% since last month)

**Device Used**
- Desktop: 91.6%
- Mobile web: 5.5%
- Mobile app: 0%
- Tablet: 0.9%
- Other devices: 0%

**Access Time**
- Weekdays: Mon - Fri
- Weekends: Sat - Sun
- Time slots: 0 - 19, 20 - 40, 41 - 61, 62 - 81, 82 - 102, 103 - 123, 124 - 143, 144 - 164, 165 - 185, 186 - 206, 207 - 227

**Device Used**
- Desktop: 93.2%
- Mobile web: 5.5%
- Mobile app: 0%
- Tablet: 0.6%
- Other devices: 0.6%
Maintaining Robust Protocols for Defect Resolution
We Achieved Wave 1 Go Live on Plan Date

- The platform went live for HW staff in the form of the HR Helpdesk 2 weeks prior to the 1st of March 2021
- The full production platform was made live to HW Global HR staff at 9am on March the 1st 2021
- Full Staff go live came at 15:50 UK time on the 1st of March 2021
- Hypercare commenced from the morning of the 1st of March 2021 with the post go live data migration strategy live from 27th of Feb 2021
- Many HR and Programme Staff had been working two consecutive 7 day weeks and entered the week of 1st of March as their third – a fantastic example of commitment, resilience and dedication.
Business Benefits in the Cloud

• Benefits can rarely be traced to one single action or initiative, more often to a series of complementary strategically aligned efforts to achieve the benefit itself
• The benefits that we claimed within the business case could not be achieved in isolation
• While cashable benefits are a part of the transition, the key benefits are centred on creating capacity and capability
• The institutions ability to meet its five year objectives is underpinned by that capability,
Our HR Service “Experience” Structure

Operational Leadership
- Helpdesk incorporating Administration, Transactional Processing, Payroll Processing and On Boarding Support

HR Business Partners
- Recruit
- Case Management
- Reward & Wellbeing
- POD

Subject Matter Experts
- Policy and Employee Relations
- Reward and Wellbeing
- Organisational Development
- Data and Analytics
- Diversity and Inclusion

Strategic Pressure
- Service Experience Demand
- HR Director
Questions