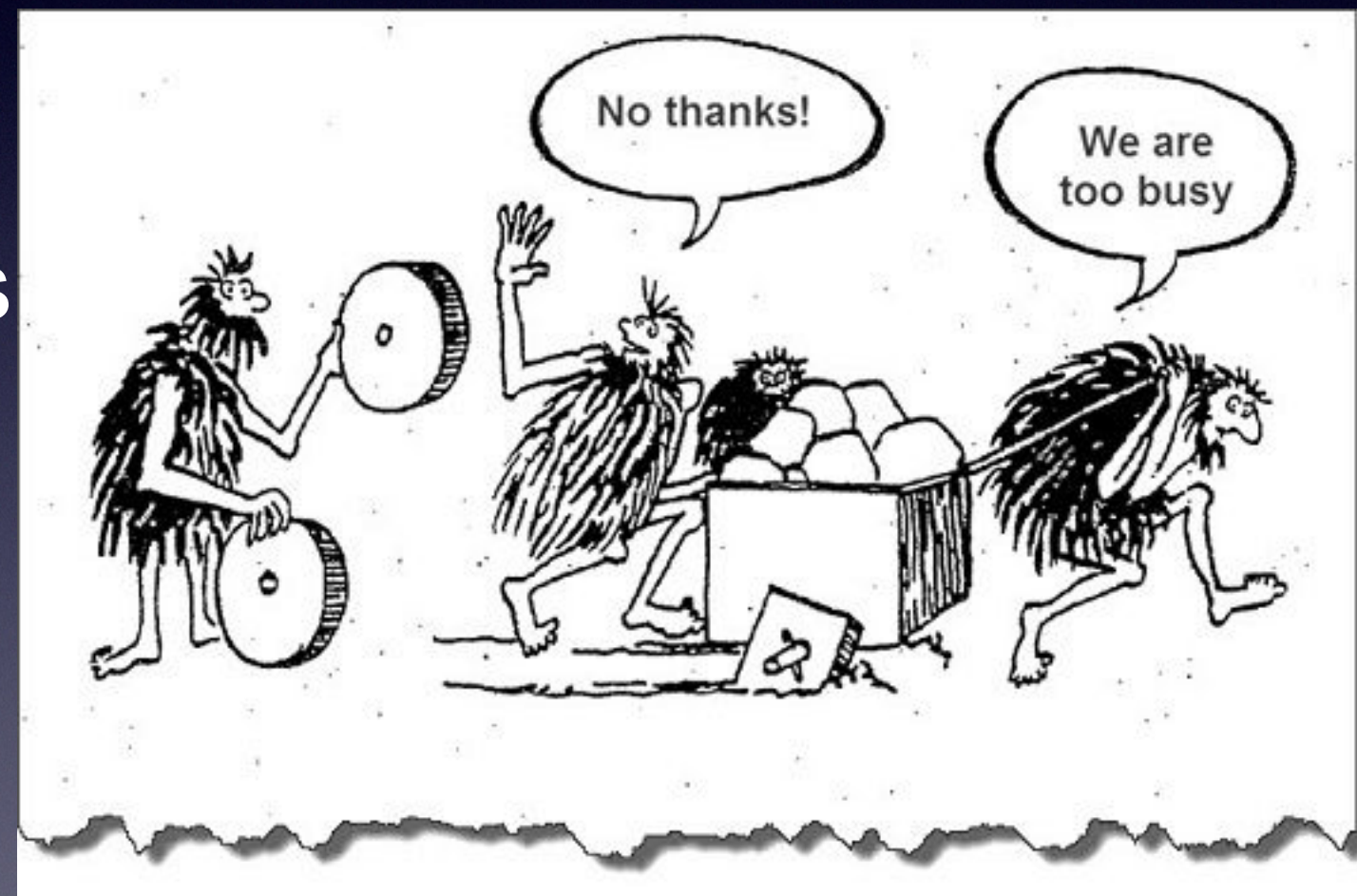# Data & Change Management

Transition Readiness for the Downtown Campus Center

Business and Financial Strategic Initiatives: BFSI

- Organizational Development

- Project Management

- Portfolio Management

What is Change Management?

- Preparing and supporting individuals to successfully adopt change in order to drive organizational success.

Where does "data" fit in? Strategic planning for the **human** side of change

- Who/where are we now?

- What are the challenges?

- What are the opportunities?

- What do we need to address to be successful?

- Was the change successful? What do we need to focus on after the project is completed?

Transition Readiness Assessment

Downtown Campus Center and Change Management

Project Background

- Centralized administrative staff location

- Downtown Merced

- Budget and space constraints

- Activity based programming

- Transition readiness assessment done by Deloitte Consulting LLC, Fall of 2015

Data Collection Overview

We interviewed and/or surveyed nineteen Departments to understand the technical needs and cultural environments of the Departments

Group	Interview Date	Interview Participants	# of Survey Respondents
APPO	11/09/15	Gregg Camfield, Rosemary Salazar, Michelle Snyder	6*
BAS- Accting/ Bus Services	11/09/15	Michael Riley	12
BAS- ACT	10/22/15	Tony Smullen	18
BAS- Design & Construction			7*
BAS- HR	11/12/15	Brian Powell	14
BAS- Payroll/ Fin Mgmt./ Ins	11/09/15	Michael Riley	5*
BAS- Procurement	11/09/15	Michael Riley	8*
BAS- Strategic Facilities/ BFSI/ Business and Admin Services	11/03/15	Andrew Boyd, Sonia Johnston, Colleen McCormick	7*
CO- Comms and Govt Rels	11/02/15	Cori Lucero, Patti Waid	12
CO- Internal Audit/ Policy/ EEO	11/09/15	Jody Gonzalez, Sheryl Ireland, Todd Kucker	6*
Dev and Alum Rels	11/09/15	Robert Avalos, Lisa French, Kyle Hoffman, Lisa Pollard, Shannon Runyon	13
IT- Campus Tech, Research Computing	11/03/15	Ann Kovalchick, Peter Deutsch, Nick Dugan, Al Espinoza	10
IT- Executive/ Admin	10/27/15	Ann Kovalchick, Peter Deutsch, Nick Dugan, Al Espinoza	6
IT- Security, Core and Apps	11/03/15	Ann Kovalchick, Peter Deutsch, Nick Dugan, Al Espinoza	21
OPB- Finance/ Planning & Budget	11/03/15	Donna Jones, Veronica Mendez	6*
OPB- IRDS	11/03/15	Nancy Ochsner	5*
OPB- Real Estate	11/03/15	Abigail Rider	5*
Off of Research	11/02/15	John Jackson, Autumn Tjalsma	12
Student Affairs	11/02/15	Brian Gresham, Tammy Johnson, Encarnacion Ruiz	7*

* Please note some Departments have a small sample size, results for these groups should be interpreted with caution

Example of questions asked

- "How paper-based are the processes or activities you use on a regular basis?"

- "Is it important to have a workspace that I can call my own?"

- "Does your work handle sensitive information?"

- "Does noise have a negative impact on your work?"

- "My team has the knowledge and skills to do their job differently"

- "What concerns you the most about moving to the Downtown Center?"

- "Would you mind having to possibly switch technology so everyone could be on the same computer system?"

- "Does your job require you to make a lot of phone calls?"

Technical and Cultural Challenges

Paper-based processes, confidentiality/sensitive issues, noise, and workspace needs will be the biggest challenges to overcome

- 30% say they work in **extremely or very paper-based processes**
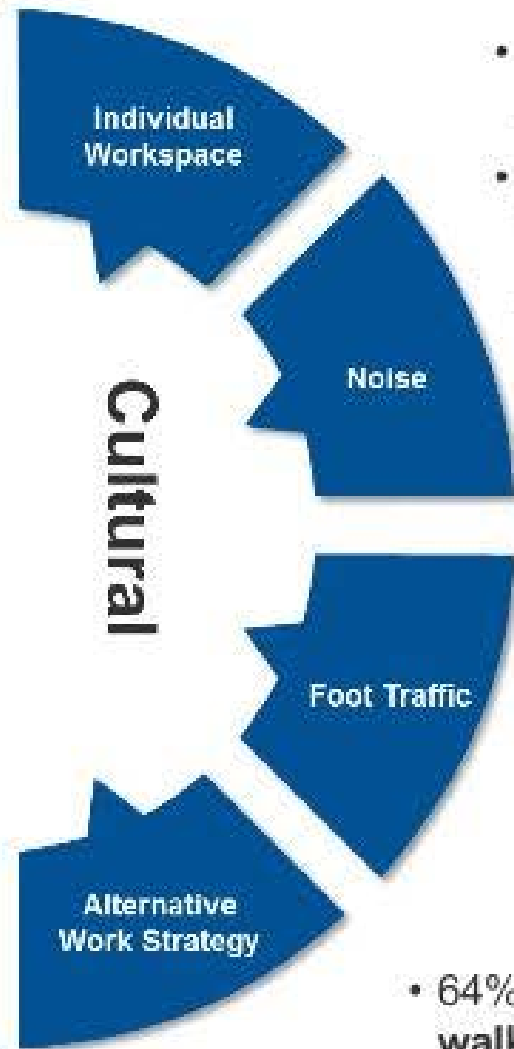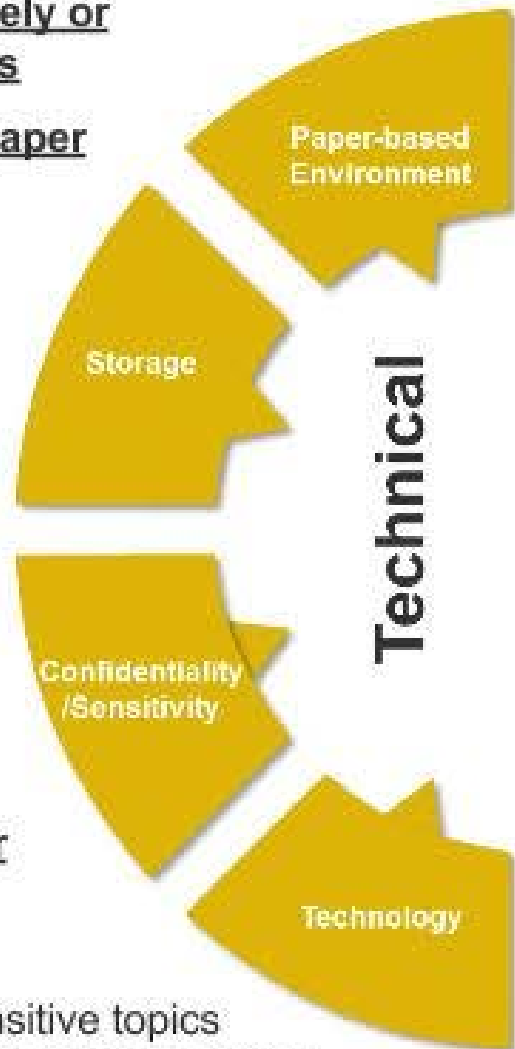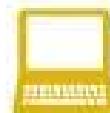- 43% often **store or access paper** files around their desk

- 21% say they have **special storage needs**
- 27% have **non-paper materials that need storage** around their desk

- 49% say they have **sensitive or confidential material in their workspace**
- 57% say their work involves sensitive topics **non-paper materials that need storage** around their desk
- Throughout the interviews, managers were concerned about space for private and/or performance related conversations
- 64% of staff **don't have standard computer technology** throughout their Department

Technical: Paper-based Environment, Storage, Confidentiality/Sensitivity, Technology

Cultural: Individual Workspace, Noise, Foot Traffic, Alternative Work Strategy

- 84% want their **own regular, individual workspace**
- 13 of 19 departments rate having the **same desk everyday as a top priority**

- 67% say that **noise negatively impacts** their work
- 61% say that those who are **loud should move to not disturb others**

- 64% say that a lot **of people walking** by them will **negatively impact their work**

- 82% say they **don't work from home** on a regular basis

Transition Preparation Recommendations

Sixteen different initiatives are recommended to address the technical, cultural, and project management challenges that have been identified

Technical

1. **Paper**
   1.1 Conduct assessment of paper files
   1.2 Identify BPR opportunities for Paper-Dependent Processes
   1.3 Develop business case for Electronic Document management system

2. **Confidentiality / Sensitivity**
   2.1 Conduct assessment of confidential / sensitive data

3. **Technology**
   3.1 Develop a business case for Technology Standardization

4. **Workplace Options**
   4.1 Create On-Campus Mobility Space

5. **Work Environment**
   5.1 Develop a location safety plan
   5.2 Develop a transportation plan
      a. transportation
      b. parking

Cultural

1. **Communication**
   1.1 Develop communications program
      a. Develop a comm. strategy
      b. Deliver messages via managers
      c. Build a DTC website
      d. Conduct regular info sessions
      e. Create a change network

2. **Engagement**
   2.1 Implement a DTC engagement program
      a. Develop a staff engagement strategy
      b. Create mock workstations
      c. Schedule DTC / neighborhood relationship building sessions
      d. Conduct DTC tours

3. **Culture Building**
   3.1 Develop new cultural norms for DTC
      a. Community council
      b. Campus community presence
      c. Leadership presence

4. **Training**
   4.1 Create training programs for the transition
      a. Technology
      b. Workplace culture
      c. Managing in a new environment

5. **Work Environment**
   5.1 Expand and promote aws

PMO

1. **Project Management**
   1.1 Develop a comprehensive transition plan
   1.2 Form a project management office
   1.3 Create a DTC governance structure

How do we improve the transition to the DTC?

Recommendations Into Action

- Business Process Transformation

- Technology Team

- Confidentiality/ Sensitivity Team

- Downtown Culture Team

- Downtown Center Engagement Team

- Downtown Center Communications Team

- Downtown Center One-Team

- Downtown Center Training Team

"I want you to find a bold and innovative way to do everything exactly the same way it's been done for 25 years."