BIG Presentation Notes

Icebreaker / Puzzle Discussion

- Know the perspective
- Everyone is missing some information
- Teamwork
- Feels good when something fits
- Only one person walking around = efficiency
- Do what’s necessary – everyone walking around
- Communication

Question 1
How could the work in my area benefit from what I understood or heard about BIG?

- Data integration – personalize alumni information and profiles (single entry)
- Work flow not in Outlook/email – automated flow and responses
- What questions do we need to ask – make systems better and integrate information
- New employee who’s happy with set-up on first day (nothing is missing)

Question 2
As leader/supervisor, what are some things I can do to help make this project a BIG success?

- Promote it
- Celebrate milestones
- Lots of transparency – share what you learn in meetings with our staff
- Ways for troubleshooting problems
- Listening to concerns
- Transparency and patience – culture change
• Listening and training

• What are steps for rolling this out to more people across campus
  - website
  - FAQs
  - leaders available to answer questions
  - frank and open responses
  - set expectations

• Provide tools for supervisors

**BIG Table Discussion**

1. How could the work in my area benefit from what I understood or heard about BIG?

• Streamline the payment of invoices. Stop sending any paper invoices to Comptroller’s Office. (8)
• Streamline process of reimbursement for attending conferences. (7)
• AC Data is one of worst systems I’ve ever used. It doesn’t work.
• Ability to view payments made to vendors. I got emails asking about late payments. I need to contact others or pass on emails to answer vendor questions regarding late payments.
• Better information transfer between systems/ rest of college
• Better understanding of data definitions (e.g. how many faculty/staff answers from HR vs finance)
• Ability to have multiple people look @ records simultaneously
• Possibly better self-help/self-sufficiency for departments
• Invoices to departments would be more streamline.
• Currently a total invoice amount is uploaded into Colleague and the department needs to access our system (Print Shop Pro) to set the breakdown of work completed.
• Allow for employees to be more strategic
• Opportunities for growth
• Less paper pushing and able to help/resolve issues quicker
• Attract and retain talent
• Relive bottlenecks in operations/processes
• Allows better customer service
• I hope that we can develop an annual budget that is approved and distributed to Dept. Heads by March or April, so we can plan for the coming year appropriately.
• Personnel processes, especially hiring. The PCRC process needs revision already – it grinds refills to a halt.
• Efficiency
• Less room for error
• Streamlined process
• Enhanced communication
  o Between department/team
  o With campus partners
• Take the human(s) out of a process that can be done by leveraging technology.
• Less uncertainty or competing information.
  o Data with integrity
• Being asked/taking the time to evaluate internal processes within the department, and those that are cultural facing
• Digitalizing data/online storage of information and forms
• Clarify & centralize one checklist of student tasks (administrative) across departments – help students get things done/know what needs to be done.
• Streamline student employment hiring and payroll.
• Clearer and cleaner communication/workflow of student enrollment changes and status.
• Quality control systems to identify process outliers (or cleaner data upfront)
• Access to information like departmental budgets/budgets/expenses.
• Ease of entering payroll/timecards (single entry payroll system) (8)
• Digital transmission of credit cards receipts to reconcile
• Integrate campus wide data with departmental software packages.
  o For example, coordinate facilities work order system with that of and or dining services who we often collaborate with.
• Data flow- make more efficient
• Push clients to use online form vs email
  o Online time sheets – hours only – no details – system calculates rates
  o Streamline reconciling credit card receipts
  o Snow day notifications
  o Streamline work-orders/cross dept.’s
• Better data & information to support management decisions
• Opportunity to enhance the sense of TRUST among the staff/faculty if this roll-out is done in a collaborative & inclusive way! TRUST was a BIG factor in the staff survey and this BIG project could be a wonderful opportunity to begin to build a more positive inclusive community while working together to make the project a success
• Better & easier access to the data/ information
• Make payroll/time-off reporting easier for supervisors & staff. (4)
• Streamlining processes opens up time for other priorities.
• Access to mealtime departmental expenses & budgets.
• Making PMP + reviews easier process.
• Coordination between various departments across the college.
• Automated workflows
• Timecards
• Performance management process
• Credit card reports
• Access to departmental budgets

**Everything we do every day will be impacted. (Other)**
• Easier sharing of data, more accuracy & confidence in reporting
• Speed of processes
• Better decision making
• More security + data integration
• Better event management
  o Catering, setup, AV, Billing, Room Reservation
• Key management (4)
• Prepare students for life of work beyond Amherst
• Consistency across college – common experience for faculty, staff, students, alumni.
• Data access and management
• Reimbursement-ease and speed
• Reporting – steep learning curve for current systems
• Level of training in current systems can negatively impact accuracy – a more straightforward system could improve this
• Student summer experience will be made easier for students
• Improved ease of making data-based decisions
• StarRes (system in Res Life) should interact more smoothly with a new system (newer than Colleague) ease of planning events
• Transmission (applicant parent info to advancement) of data requests to other departments or divisions
• Student academic interests to OSA for advising
• Alumni volunteers to advancement
• Online pay sheets
• Reimbursement for travel while on the road?
  o Some folks go on 3 wk. trip – cannot get reimbursements while traveling
  o Less data entry from slate to colleague
• Travel expenses
• Key system
• Better bidirectional integration between library billing and student accounts system.
• Online timekeeping
• Expense reimbursement
• Management of card access to buildings
• Streamlining leave tracking, payroll, day to day processes.
• Less redundancy in data entry
• Ability to see data across departments
• Integration with new library system
• Integration with sports medicine database
• Productivity – email, calendar, document management could be better with a tool that integrates tasks, workflow, and tracking (Hint: google)
• Data Integration – to know more; ability to look up and extract data from offices/departments that are “owners” but our work relies on that data-in real time
  o We can provide better customer service
  o We can develop smarter-strategies
• Reporting – clear and friendly ways to produce reports that provide analysis opportunities and be more nimble in our outreach
• Data integration
• Better understanding of student experience will allow for more personalized alumni programming and solicitation
• Streamlined data collection will allow us to report to donors more quickly and demonstrate the impact of their gift
• Streamlined business process will free up time for administrative staff to focus on other, more impactful projects
• Elimination of double data entry
• More transparency about processes – get your key the same day
• Better account management – permissions
• More collaboration w/ Five Colleges
• Speed up workflows
• Better, easier to support tools will make work less frustrating
• One-day onboarding instead of 3-6 weeks to get someone the correct access to systems
• By streamlining the AP process allowing approvals of PDF/Electronic versions of invoices to be reviewed and signed off on electronically. This would also allow all relevant parties to see where each invoice is at during all steps of the process. Hoping it would also allow relevant parties to pull up electronic version of any invoice as needed.
• Increasing efficiency in all cross department processes.
• Hiring new employees, and getting them workplace ready (keys, HR forms, ids, new hire forms etc.)
• Student + non-student services will be easier – college business will get done more quickly so we have more time to serve students/ do our jobs
• Opens up conversation about access to/privacy of data – what are benefits + harm?
• Infrastructure to integrate with other processes/share data will make for a more positive experience for our users
• Data that has integrity
• Examining/revising business processes so we can have essential conversations about necessary change
• Where will digital student theses live? (Other)
• I don’t know how to get excited about something that I don’t understand will benefit my area where people aren’t on computers all the time (or at all) (Other)

2. As someone who is in a leadership/supervisory position here at Amherst, what are some things I can do to help make this project a BIG success?

• Participate in discussions regarding payment of invoices
• Keep staff informed of what is coming as each stage of project comes closer.
• Listen to & represent concerns of staff (& self)
• Positivity
• Excitement for a new comprehensive system that will make our work easier.
• Listen to staff concerns.
• Encourage and champion change
• Be mindful and flexible – it is not going to be easy
• Team player
• Coach employees through change
• See the big picture and understand how pieces come together
• Our administrative staff will need extra support when new systems roll out, and I’ll try to make time for them to receive adequate training. (This will be challenging since we only have 2.5 admin’s for a dept. with 13 professional staff to support).
• Advocate for change (leading by example that change isn’t bad)
• Encourage supervisees to brainstorm/advocate for new ideas without setting expectations.
• Think strategically (long-term, big picture)
• Don’t make assumptions
• Challenge my department to brainstorm processes that can be improved, and why. (both internal and external)
• Evaluate room reservation process and how it can be standardized and improved to include more spaces and integrate any more processes (room signage, door unlock, etc.)
• Manage expectations with staff
• Involve staff in the identification of frustrations and creation of solutions
• Regular information sharing and check-ins
• Be clear on expectations – can-do; can’t do
• Reduce/eliminate exceptions (have high bar) be intentional
• Be a champion for the project. Keep the motivation up when folks are feeling stressed about the challenges.
• Collaborate and connect folks as the project rolls out.
• Stay optimistic
• Explain, explain, explain (transparency)
• Celebrate milestones (baby steps)
• Provide training + time for troubleshooting
• Listening to employee concerns
• Tell others – share stories of success
• Model enthusiasm about the effort needed to learn new systems and adapt to changes
• Communication + transparency
• Positive attitude
• Open to change
• Supporting staff through change
• Stay informed
• Share with staff
• Embrace change/be positive
• See the bigger picture/long-term benefits
• Keep an eye out for us/staff to provide feedback about process
• Celebrate milestones
• Share my experience
• Positive voice for change
• Communicate needs of staff on the ground to the larger committees
• Be a voice for the specific business needs for advancement
• Communicate timelines + projects to staff. Make sure they feel informed and not as if some mystery is being imposed upon them. Preview change as far in advance as possible to allow time for adjustment to new ideas.
• Reassure staff that jobs are not going away. May shift to “higher value” project. (Other)
• Transparency; openness to questions
• Give meaningful feedback
• Anticipate problems
• Mark milestones
• Participate in change/share ideas/promote change
• Won’t be difficult. Just remind people about the difficulty of getting anything done today.
• Explain how the hard work involved will payoff
• Having a positive attitude
• Lead staff in the direction of accepting and appreciating change
• Engage in conversations that identify the various processes with excessive steps that could be streamlined through this project.
**BIG Feedback Form**

1. **What did you find exciting about the BIG project?**

- Efficiency, less exceptions, data, better workflow
- Improvement of processes, focus on job satisfaction, use of current technology
- Moving the college into the 21st century! Best practices, less paper, simplification before business process! Yes!
- Opportunities to streamline tasks, save time, create more user friendly systems.
- Increased efficiency; better communication.
- The possibility of an easier system to navigate. Easier reporting!
- Streamlining procedures and making existing workflows easier.
- Will be great to have single unified data about Amherst (FTEs, majors, etc.)
- Moving out of outdated, inefficient systems
- Great mode for communicating a big community change
- Make you work more efficient.
- Excited about the changes to the reimbursement process.
- Automated workflows/streamlining
- Opening up more time for other priorities
- Access to Data (real time)
- Ease of navigating processes in future, efficiency.
- Simplified processes, modern systems, creating a better experience for students.
- Possibilities; about the system improvements and the ease of work in the future.
- Possibilities for making data more accessible to more staff
- Streamlining financial + time reporting processes-that will be huge
- Part of the 21st century! Less time navigating processes; more time for advising students.
- Better productivity for recruiting students to apply for fellowships, and easier reporting (we have to report on our applicants and have had to create a system to do that which seems unnecessary repetitions.
- Updating supportive technologies + processes to maximize efficiency + usefulness
- More efficiency to workflows
- Completing the project
- Finally leaving the old system
- Ability to see data about the college
- Improving configurations (more than one supervisor seeing pay rates)
- Relief that we’re moving to more efficient systems

- **Same business processes, call, economy of scale (Other)**
- **Everything look forward to the new (Other)**
- Modernization and creating (piggy backing) onto industry standards.
- Change!
- Leadership having a vision
- Re-examining workflows and processes across the college
- Having open conversations about what info, support, or reimagined contexts will help our work
- The vision is great; implementation will be tricky, but worthwhile.
- Opportunity to update improve processes
- Moving forward w/ what technology has to offer
2. **What are you concerned about?**

- Timeline: balancing expectations of rollout with knowledge projects of this scale take time. How to prevent people from feeling burnt out? That BIG is not all talk. Would hate to be in a place that three years from now people complain they’re sick of hearing about BIG and want to see or experience real change.
- Culture of exceptions continuing lack of patience and cynicism
- To be certain frontline staff are included and listened to when review changes to business practices.
- Proliferation of work-around.
- The process, it will take a lot of time + resources to get all of the ideas done.
- Convincing staff that this is a good thing – not to be afraid of change. An extended timeline.
- Losing/decreasing ability to accommodate small/populations. Allowing too much customization for very small populations, vendor failure- how to recover data.
- We will need to be better at compromising
- How to get people trained in a new system when we can’t afford to have them out of the office? We only have 2.5 admins to support 13 staff in 2 buildings.
- Will these systems interface with our electronic health record systems? We’ll need them to in order to maintain current efficiencies (e.g. data that gets pushed from Datatel to titanium)
- Conversion of data
- Integration w/ current systems
- Transitioning some staff
- Implementation demands/speed of action
  - Its needed
  - It scares many
- Impact on administrative staff
  - Staff who are resistant to change
- Ensuring staff engagement and support throughout project
- Slow to change/if promises will be kept/negativity/staff anxiety/ will make more work than less
- Transparency though there is already a cultural shift at the college on this issue
- Not having at least an opportunity to share with the implementation team leaders how workflow changes will affect our work lines. I realize we can’t have a customized program, but it would be important to be heard before being informed of changed – especially because we may have suggestions that could be helpful!
- Lack of priorities and policies – clearly defined
- Inability to say no! especially to VIP’s
- **Off-boarding accounts (Other)**
- **5 College cross registration + accounts (Other)**
- Password management – all systems dependent on password but no system to manage passwords
- Resources to accomplish –limited
- Negativity impact day-to-day operations
- Someone still needs to make timely decisions
- People doing what they know – no matter how painful. Selling change is the biggest challenge
- Pushback from groups that don’t like change
- Project being dragged out too long
• How can facilities be incorporated? More hand on and less computers users
• Not being included in conversations that could affect our work because someone assumed we didn’t touch that or it wasn’t relevant
• Long-term preservation of historically valuable college data.
• Time commitment - I feel it’s important to move in a timely manner.

3. What suggestions do you have to help this work meet its full potential?

• Continue w/ communications throughout project/ celebrate milestones
• Updates sent to supervisors to share with their staff
• Transparency – listen to concerns
• Discussions with subject experts on process configuration
• Meet w/ appropriate staff
• Provide updates on project status, provide training
• Remain transparent in communication
• Make the priorities public. What areas are being worked on first?
• Communication and transparency about the process and stages we are at.
• Training and time for staff to transition
• Continue to stress that the community needs to compromise when needed and be supportive
• Clear processes for accountability
• Invoice in some way (not sure how) (Other)
• Keep focused on how this will help divisions and the college
• Need more workshops on change management for staff, not just supervisors
• Talk to leaders of 5 Colleges about collaborations about this project: esp. Smith
• Be ruthless (Other)
• Communication at every step of the project
• Keeping us up to date
• Listen to all levels of staff impacted by changes.
• Communication/goals/training/meet deadlines/change management