Step 4: Implement

- Plan Implementation
- Create Action Plan
- Develop Target Measurements
- Manage Change
- Track and Record Progress

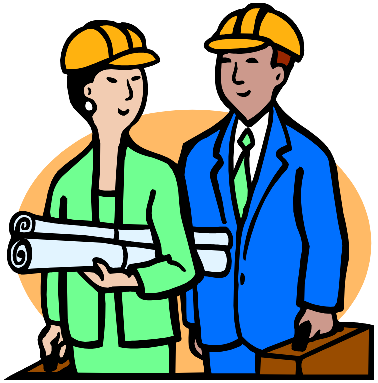
PLAN IMPLEMENTATION

Plan implementation

- After deciding which changes to pursue and defining the desired future state, you will need to implement the changes to make the future state real
- Start with an implementation plan, a management tool for achieving a desired outcome
- Can include a description of:
  - Desired future outcomes (e.g. old vs new)
  - Activities/tasks
  - Resources and/or assignments
  - Schedules/timeline
- Once drafted, step back and reflect:
  - Is this ‘doable’?
  - What are potential obstacles and how can they be mitigated?
  - Does this clearly articulate how we will know we are successful?

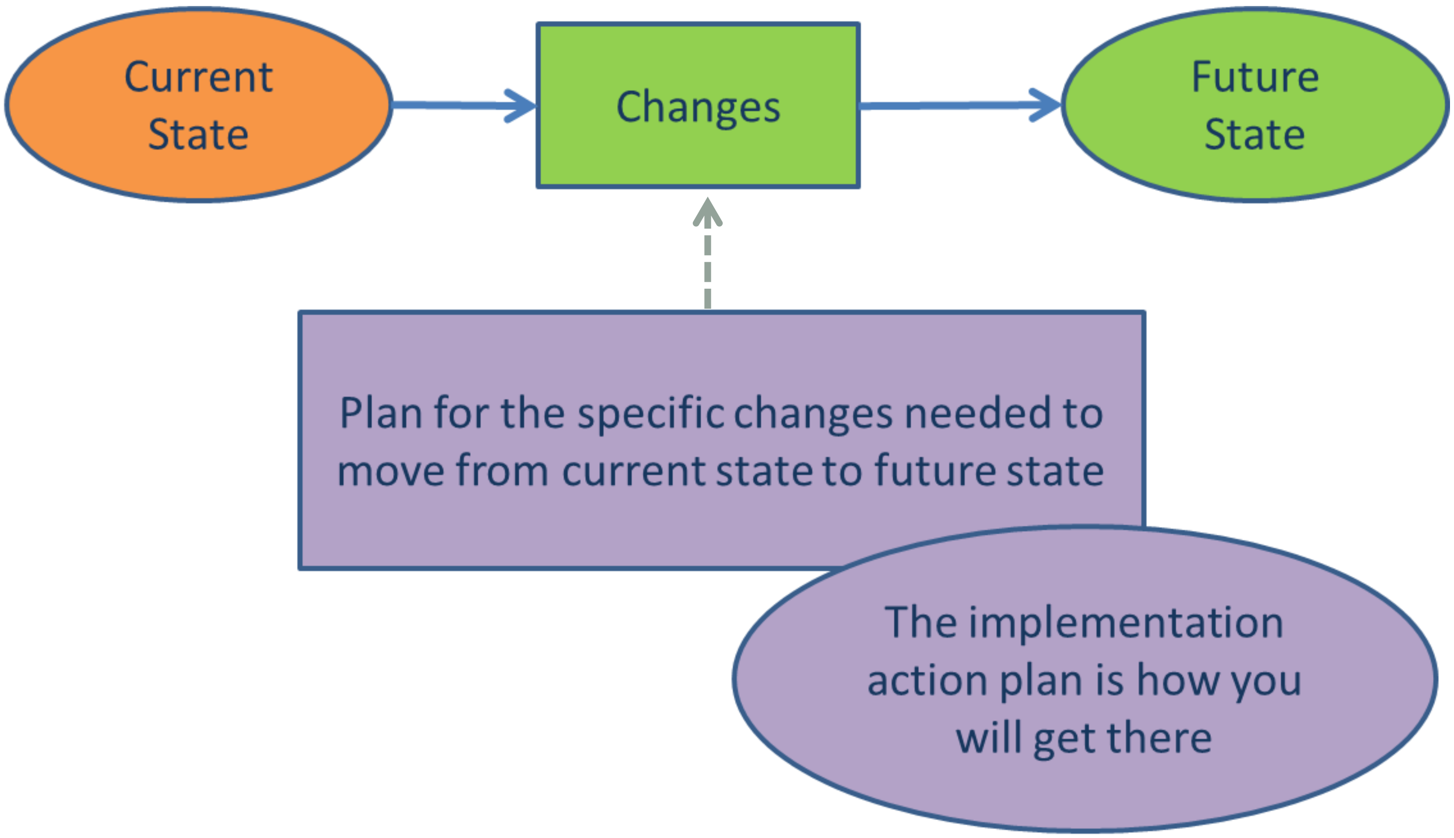
Why create an implementation plan?

- Creates a process for thinking through critical components
- Allows for anticipation of risks and challenges
- Establishes common understanding among stakeholders regardless of level of involvement
- Enables resolution of discrepancies before they become costly
- Supports efficient use of time and energy



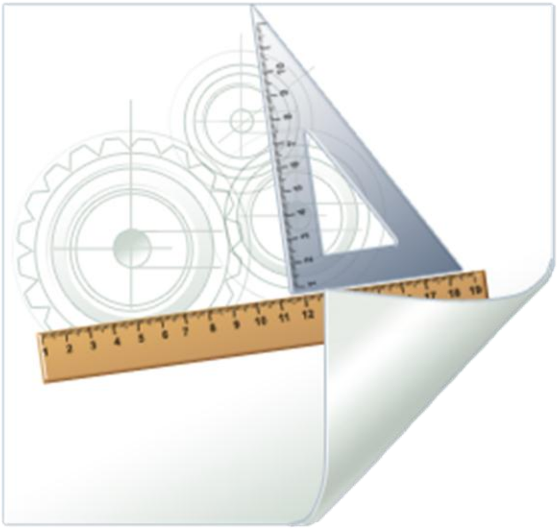
After doing all of the great redesign, it is critical to follow through on implementing the changes!

Planning and implementation



Implementation tools to use

- Action Plan
- Timeline
- Status Report
- Measures Matrix
- Change Management Plan
  - Impact Assessment
  - Communication
  - Training



CREATE ACTION PLAN

Develop an action plan specific for each change

1. Brainstorm a list of action steps for each change
2. Sequence the action steps working back from due date
3. Set targets for each action step
   - Timing (start & completion)
4. Estimate required resources
5. Assign responsibility for each action step to a team member; assign support (if necessary)
6. Set review dates at key milestones (e.g. at 5, 10, 30, and 90 days)
   - Monitor the changes closely at the beginning

Articulate the way results will be measured - "how do you know the change is successful?"

Action plan example

CHANGE: Increase delegation amount of first line manager from $200 to $500

Task	Responsible	Timing	Notes
Schedule meeting of policy group	Bill	Next week	
Review existing policy and submit requested change	Nancy	In two weeks	
Policy group meets to discuss and approve	Policy group	In three weeks	Nancy and a rep from Purchasing to attend
Create communication materials regarding change from $200 to $500	Susan and Bill	In four weeks	
Transmit communication	Bill	In five weeks	

Status reports

- Help you monitor progress against the plan
- Identify issues before they become problems
- Facilitate communication
- Maintain transparency
- Should not be used for punishment

Determine frequency and who creates it and who receives it

Status Report - Sample

Template: Status Report					
Project Name:	*Title*	**Overall Project Status (R/Y/G)**		G	
Project Lead:	*Name*				
Project Completion Date:	*Completion date*		**Date:**	***Status Rept Date***	

Tracks of Work (Status (R/Y/G) & Comments)		
Track of Work	**Comments**	**Status (R/Y/G)**

Issues Requiring Management Attention

Definitions:	
Green	Project/Task in line with Project Plan as to time, resources & scope. No risk to execution of project or task
Yellow	Known material risk exists as to execution of task or project in terms of timeline, resources or scope. Team in process of development or execution of "Plan to get to Green" (Risk Mitigation Plan).
Red	Known material risk and impact to execution of task or project in terms of timeline, resources or scope.

DEVELOP TARGET MEASUREMENTS

Project measures

- Using metrics identified in the Explore phase, plan the future state targets

Process Measure	Current State	Projected Future
Lead Time	19 days	6 days
Percent correct	37%	89%
Process Time - minutes	44	22

Track actual outcomes

Process Measure	Current State	Projected Future	30 day	90 day
Lead Time - days	19 days	6 days	10 days	
Percent Correct	37%	89%	80%	
Process Time - minutes	44	22	32	

- Capture actual metrics at regular points in time and compare to baseline
- May include narrative of steps that led to improvements
  - *Entering data directly into PeopleSoft and allowing electronic approvals helped eliminate duplicate data entry and paper form routing*
  - *New process has fewer steps and has automatic error checking*

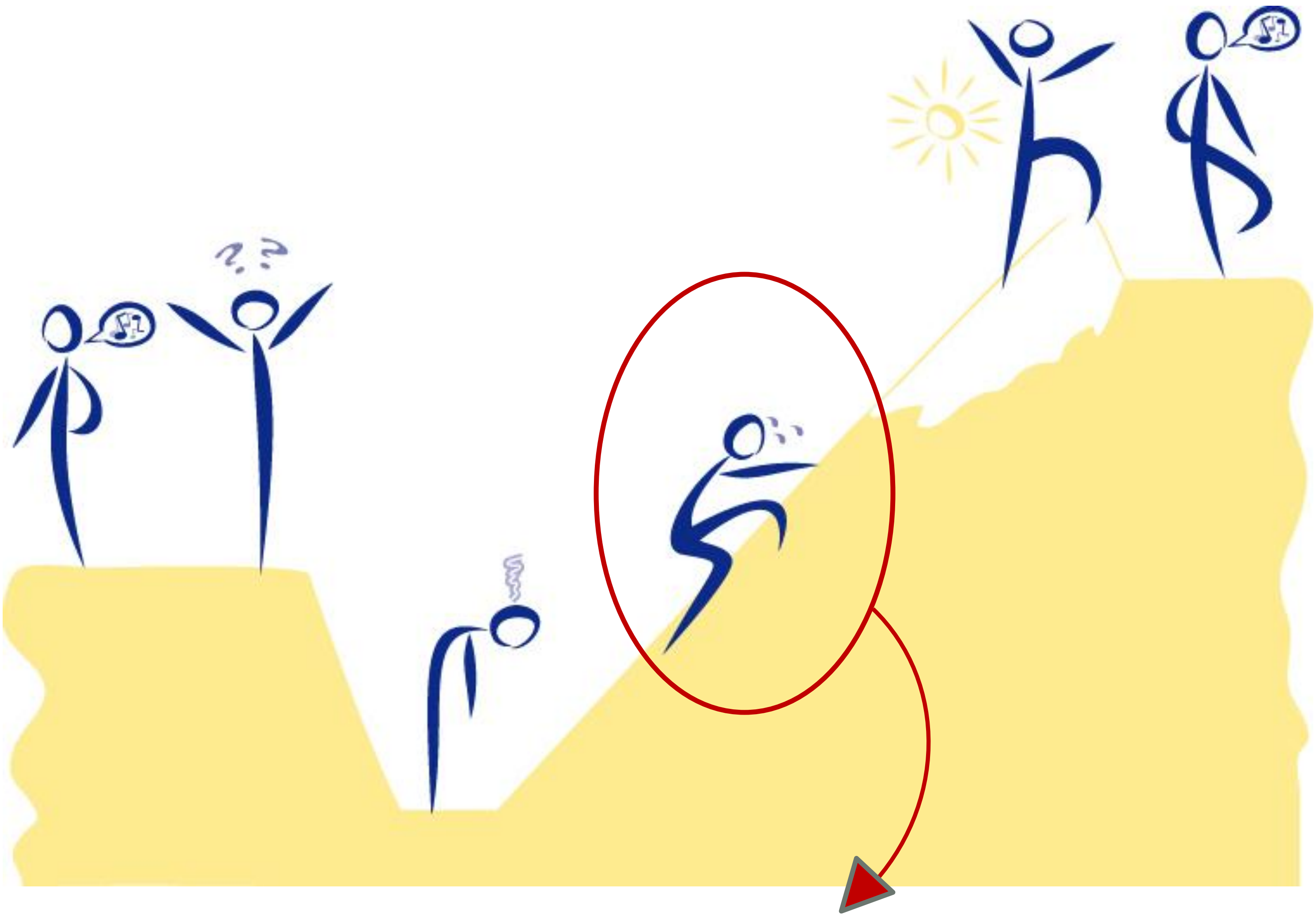
MANAGE CHANGE

Organizational change challenges

- Tips for overcoming resistance to change
  - People are willing to change, they just need a compelling reason
  - Show how change benefits them and solves their problems (process participants, downstream customers)
  - Providing employees input in process improvement effort may enrich and enhance personal satisfaction
  - Address any perceived threats to jobs – do not use to reduce workforce
- University culture may not be set up to continuously improve
  - Employees know process is “broken” but there is no formal mechanism to share suggestions

Leverage leadership support for your process improvement!

Change is a journey



Change management will make the implementation easier

Change management elements

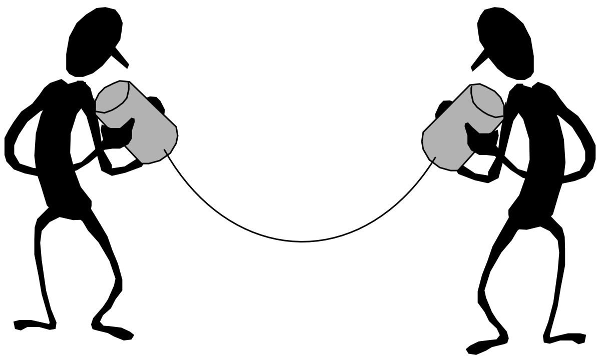
- Impact Assessment
- Communication
- Training

Assess impacts

- Who is impacted by the changes?
  - Which organizations? Suppliers? Customers? Internal staff?
  - Identify discrete populations because the change management needs for each will vary
- How is each group impacted?
  - Are jobs changing? Do people need training on a new process? Is it a large impact or relatively small impact?

Communication Plan

- Approach:
  - Identify audiences based on impacted groups
  - Identify key messages and timing
  - Consider content packaging, delivery method, frequency, and sender
- Guidelines:
  - Honest
  - Frequent, from decision to implement through post-implementation support
  - Consistent
  - Open and transparent



Communication tools

- Face to face communications
  - SME meetings and other focus groups
  - Champion meetings
  - Town halls
  - Think tanks
  - Training
  - Road show presentations
- Alternate communications
  - Newsletters (e.g. Controller's office, HR)
  - Websites (e.g. Finance3 project)
  - Campus signage
  - Webinars or videos
  - Update emails (e.g. Finance3 Champion email list)
  - UCSF Chatter postings

Communications Plan example

Communication Vehicle	Timing	Process Staff	Customers	Researchers	Departments
Town Hall Meetings	Apr 2015 Oct 2015	●			●
Researcher Meetings	Quarterly 2015			●	
Staff meetings	Monthly	●			
Customer email	Monthly		●		
Office Newsletter	Monthly	●			●
Website	Current	●	●	●	●
Campus-wide Announcements	Go-live	●	●	●	●

Training Strategy

A successful training strategy is built on several elements that create a framework meet training needs

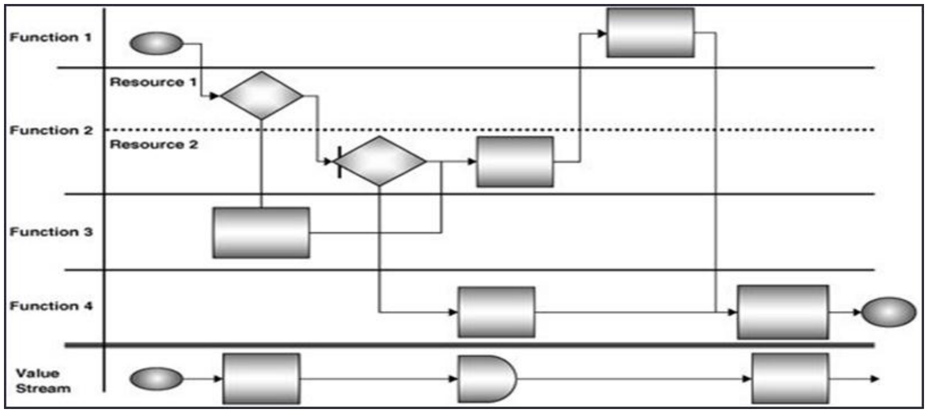
Critical Success Factors	▪ Visible leadership commitment to the project ▪ Participation from stakeholders and management to provide guidance, awareness, and answers to their departments, as well as direction in attending the appropriate training ▪ Training curriculum designed to meet the needs of the project
Content	▪ Provide background on project and benefits ▪ Focus will be on applicable new or changed key business processes ▪ Make training content accessible
Delivery	▪ A variety of tools will be available before, during, and following implementation ▪ Consider pre-training: e.g. pre-recorded webinars, job aids, quick reference guides ▪ During training: same as pre-training; consider training guide, webinar, Q&A sessions ▪ Post-Training: Access to online training materials; scheduled help sessions

TRACK AND RECORD PROGRESS

Project tracking

- Use a visible, easily accessible area (e.g. UCSF's new *improve.ucsf.edu* website)
- Record key materials in the project repository
  - Current state and future state maps
  - Timelines
    - Master schedule for project
    - Action plans for the changes
  - Ongoing measures of progress
  - Status reports

Implementation tracking: samples



Timeline	Sept	Oct	Nov	Dec	Jan	Feb	Mar
1. Design the procedures based on future state map							
2. Identify measure of success							
3. Conduct training for end-users							
4. Use new process; monitor results							
5. Mid process milestone check and status report							
6. Closure & Recognition							

ACTION PLAN	Responsible (support)	Timing/ Target	Support/ Resources
1. Design the process map for the PeopleSoft Travel Module	Sally (Lena)	Mar 1	Select module function
2. Identify / Program error checking	Lena	Apr 15	Review most common errors
3. Conduct training for end-users	Alex (Lena)	May 6	Gina
Etc..........			

Process Measures	Current State	Future State	30 day	90 day
Lead Time - days	19 days	6 days	10	9
Percent correct & Accurate %	37%	89%	80%	89%
Process Time - minutes	44	22	32	38

Communication Tools	Timing	Champions	All Admins	Employees	Owners
Town Hall Meetings and Webinars	May 2012 Fall 2012 Spring 2013				
Department Champion Meetings and Emails	Quarterly 2012 Monthly 2013				
Dept Communications/Outreach	As needed				
Dept-specific clean-up/collection instructions and templates	As needed				
OE Finance Newsletter	Monthly				
Time-sensitive Email Announcements	Around go-live				
Controller's Office Newsletter	Monthly				
Website	Current				
Campus-wide Announcements	Go-live				