

UC Rebuild & reshape for a future generation

An enterprise view in a complex environment

10

year University-wide
investment plan

CASE
STUDY

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THE ISSUE

The University of Canterbury was significantly impacted by the Feb 2011 earthquake. In 2015, UC received the \$247m balance of its \$550m insurance settlement. Most buildings had been made safe and key buildings remediated. However, student numbers remain well below 2010 levels.

With a reduced number of students and a changing focus in programmes, UC's Senior Management Team determined that spending the balance of the insurance settlement to remediate the remaining buildings back to pre-quake condition wouldn't be the best use of the funds – and alone wouldn't restore student numbers.

UC asked Assurity to provide a skilled Senior Consultant to help them establish a Lean framework and work with the SMT to identify the best University-wide initiatives. While a high level approach had been identified, the Consultant needed to adapt and identify process improvements as the initiatives emerged.

BETTER OUTCOMES

- Individual proposals were produced for each of the SMT members' initiatives
- These proposals clearly defined the business problem or opportunity, alignment to UC's goals articulating a preferred approach including indicative costs, time frames and dependencies
- The proposals were provided to the SMT to collectively discuss, prioritise and determine when/if each initiative will be scheduled
- The engagement is critical to the future survival of the University, providing impetus on how it reshapes itself

“Senior BA Craig McLintock helped us deliver a high-quality result in exceptionally challenging circumstances”

THE SOLUTION

The UC established a core team of four people, including Assurity’s Senior Business Analyst Craig McLintock, to form the Post Settlement Review Team. UC’s SMT consists of College Heads, Supporting Capabilities and Service Units.

The Team engaged directly with all 13 Senior Management Team members, helping them to identify and articulate their key initiatives into concrete proposals that would improve recruitment, retention and engagement of students.

To support the process, the Team crafted an approach that enabled collection, recording and comparison of completely dissimilar initiatives. The initiatives – which spanned Technology, Spaces and Buildings – ranged from short-term discrete tactical solutions to multi-year programmes.

Amy Kay, PMO Manager at UC, said, “We knew we needed a strong and dynamic team to achieve what was needed within the tight timescales. When building the team, we naturally reached out to Assurity to provide specialist resource to supplement our internal analysis team.

“Experience has proved that Assurity consultants have a high level of capability and the ability to fit well into existing teams and produce complex work to a high standard. Senior BA Craig McLintock certainly lived up to our high expectations and helped us deliver a high-quality result in exceptionally challenging circumstances. He has solid analysis skills and a really positive and productive approach when engaging with stakeholders.”

THE RESULTS

While some initiatives could be defined with a small number of representatives, cross-functional themes emerged. Craig was able to rapidly identify that, even though several SMT members used different terms to describe their needs, they desired similar outcomes.

Technology-enhanced learning (eLearning) was one of these key themes. To elicit the complete picture, Assurity provided BA Practice Lead Luke Johnstone to facilitate workshops with academic and support staff and students using the Impact Mapping technique. The need was to identify and understand how the focus area could be improved at UC, while being cognisant of the views and, at times, contrasting opinions of the different groups.

Using impartial Assurity facilitators gave each of these groups within UC the freedom to speak in a non-confrontational environment, fostering ideation. In the Academic workshop, the two Assurity Consultants facilitated experts across the breadth of the University to help them collectively define the current state, their targets and agree on key priorities to move forward with. A separate workshop was held with student representatives to understand their experiences

of eLearning and areas they perceived could be improved by the Academic group and Support Services. This also provided validation of key aspects of the Academic Viewpoint. The outputs of the two sessions were then combined to form the basis of a programme of work. The results were also compiled visually into a mind map to show areas of agreement and difference.

While the SMT members were able to articulate their needs and anticipated benefits, experts in Technology and Construction were needed to provide indicative costs and timelines for delivery. The Post Settlement Team engaged these people through facilitated workshop sessions to determine these factors.

The Post Settlement Team managed their workload using a Kanban Visual Management board which tracked the engagement of each SMT member and progression of each initiative from an idea through to a completed submission. Combined with daily stand-ups, the team was able to rapidly identify areas that needed focus to keep the work on track.



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