



IBM Cognos Forum

Ignite knowledge, ideas, connections

Welcome to Forum!

The Cultural Challenges of a Maturing BI Implementation

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University of Wollongong

Agenda

- > Background
- > The Goal
- > Measuring Performance
- > Sponsorship & Governance
- > Embedded in Decisions
- > Choosing Priorities
- > Interface Design
- > User Relationships
- > Data Quality Management

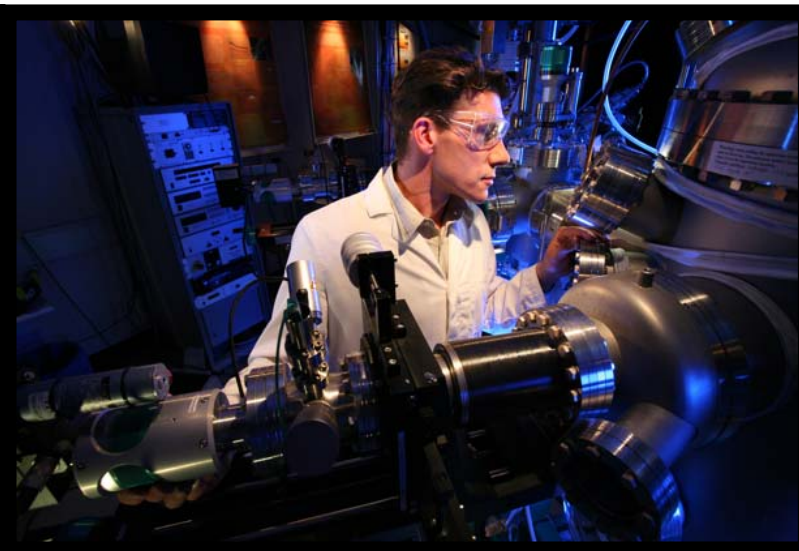


Where is Wollongong

> 80 kms South of Sydney, Australia



The University of Wollongong



- > **23,000+ Students**
- > **2,000+ Full Time Staff**
- > **81,000+ Alumni**
- > **8 Campuses**
- > **In top 2% of Universities worldwide**
- > **No 1. Teaching University**
- > **Highest Graduate Employment Rate**
- > **Highest Graduate Salaries**

Performance Management At Wollongong



- > **Competency Centre Established**
- > **Program Running for 10 Years**
- > **Data covering 7 Key University Perspectives**
- > **Over 300 Users**
- > **Currently on Cognos 8.3 and Recently purchased TM1**

The Goal

Infusion:

Product Features
are Used in a
Complete &
Sophisticated Way

Diffusion:

The Breadth of Use
across People,
Projects, Tasks &
Organisational Units

Developing An Analytic Culture

User Adoption:

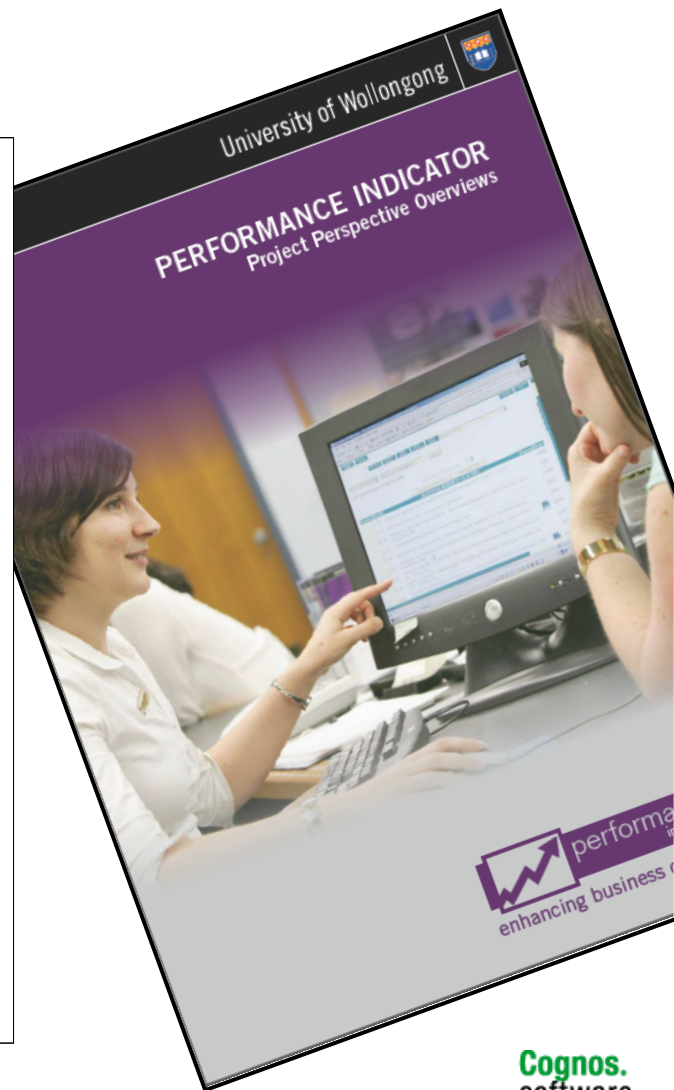
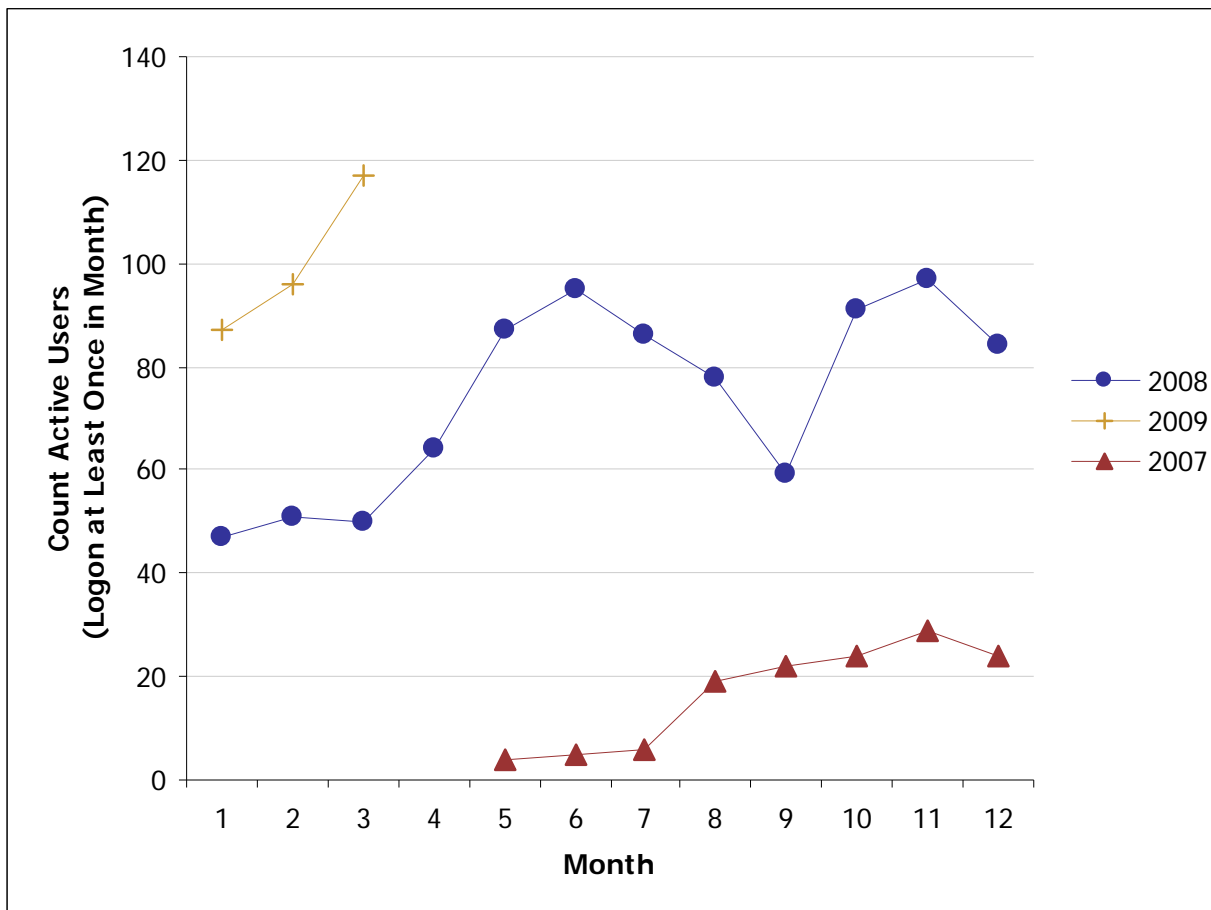
Number of Users
Relying on
Technology

Routinization:

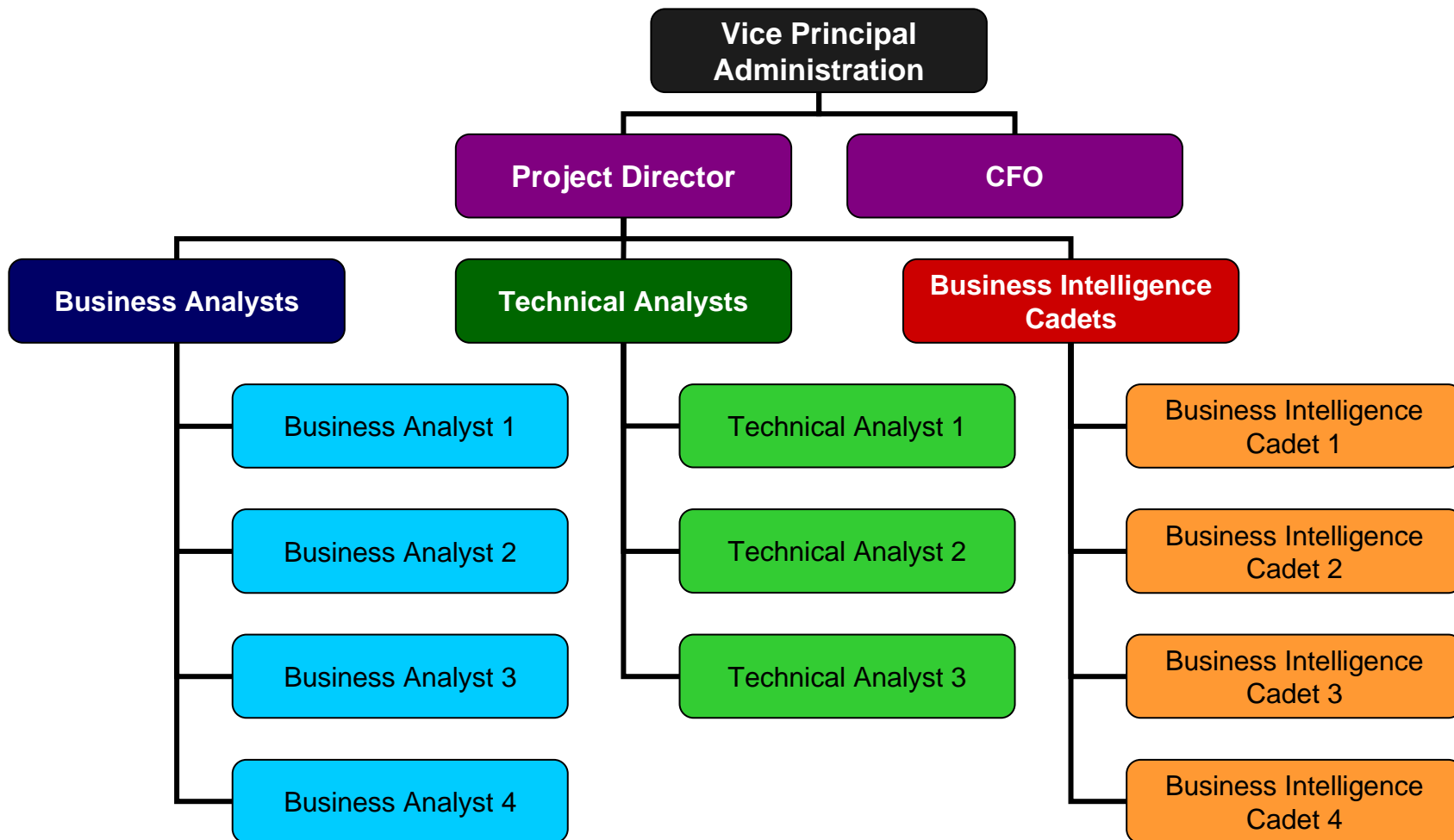
A Stable & Regular
Part of Procedures,
Processes &
Behaviour

Measuring Performance

> Follow Through!



Sponsorship, Governance and Team Structure



Embedding in Decision Making

- > Business As Usual
- > Pervasive Use In:
 - Decision Making
 - Processes
 - Procedures
 - Projects
 - Tasks
 - Organizational Units
 - Quality Assurance

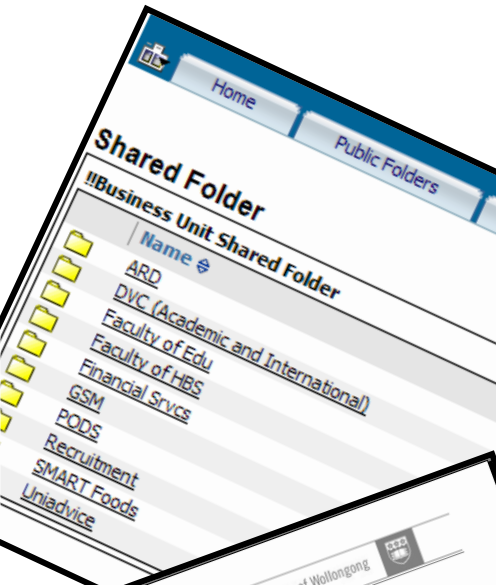


Choosing Priorities

- > What Does the Organisation Want Staff to Manage?
- > What Do Staff Want to Manage?
- > Who Comes First?
- > Project Phases



Interface Design



- UOW Scorecards
- Dashboards
 - Staff and Workplace Satisfaction Dashboard
 - Students, Teaching and Learning Dashboard
 - Research Dashboard
 - Financial Management Dashboard
 - Environmental Sustainability Dashboard
 - Community and International Focus Dashboard *
 - Business Processes and Operations Dashboard
 - Management Reports
 - Staff and Workplace Satisfaction
 - Students, Teaching and Learning
 - Students, Teaching and Learning Dashboard
 - Student Demographics
 - Analysis
 - Reports



PERFORMANCE INDICATORS PROJECT STUDENT TO STAFF RATIO CUBE
 Quick Reference Guide

INTRODUCTION:
 The Student to Staff Ratio Cube provides analysis and measures around the ratio between EFTSL (Equivalent Full-time Student Load) to FTE (Full-time Equivalent) staff. This cube will also provide analysis around various student types and information on casual staff and FTE equivalents of both Academic and General staff.

DIMENSIONS

All Dates:
 Description: The date dimension is a generic date which allows users to limit the scope of analysis to defined ranges.
 Levels (D): Year - Quarter - Month
 Alternate levels: Multiple alternate levels such as YTD, current month, last 12 month etc.

All Organisational Units:
 Description: This dimension is the University structure as displayed in the University HR system. This dimension allows the association between the University Student System to the HR system. The dimension is used to present the student data into the University of Wollongong Scorecard.
 Levels (A): Organisation - Organisation Unit - Department - Unit

All Campuses:
 Description: This dimension describes the campus where a subject/course has been offered.
 Levels (D): Continent - Country - Campus

Teaching Modes:
 Description: This dimension splits into the teaching methods i.e. Distance.

NEWS - 7th April 2009

Financial Information Available for Reporting

Month of March 2009 has been closed in the Financial System and reporting can

Implementation Index

Staff and Workplace Satisfaction

HR Metrics Dictionary

Leave

SafetyNet

User Relationships

University of Wollongong

PERFORMANCE INDICATORS PROJECT

- Staff Demographics
- Recruitment
- Occupational Health and Services
- Employment Equity and Diversity
- Leave
- Training and Development

STAFF & WORKPLACE SATISFACTION

Enhancing Business Decisions

University of Wollongong

PERFORMANCE INDICATORS PROJECT

- Research Publications
- Research Income
- Students
- People and Esteem

RESEARCH

Enhancing Business Decisions

University of Wollongong

PERFORMANCE INDICATORS PROJECT

- Student Demographics
- Student Equity
- Student Performance
- Course and Subject Management
- Student Services and Satisfaction
- Student Attrition
- Recruitment and Admissions
- Student Graduates

STUDENTS, TEACHING & LEARNING

Enhancing Business Decisions

University of Wollongong

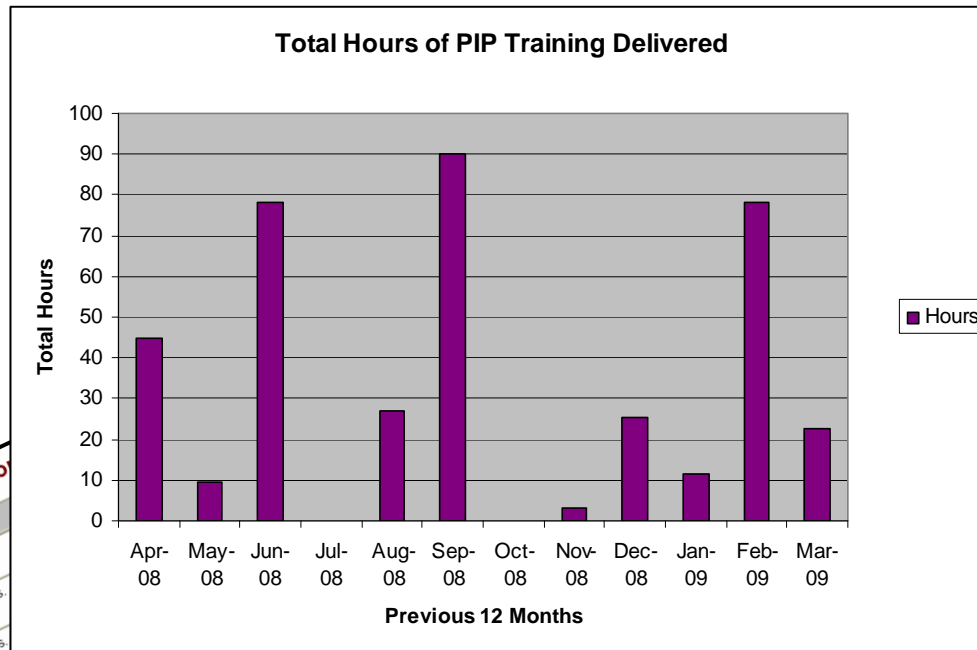
PERFORMANCE INDICATORS PROJECT

- Income & Expenses
- Assets & Liabilities
- Corporate Credit Card
- Procurement
- Activity Based Costing
- Accounts Receivable
- Accounts Payable
- Management

FINANCE

Training and Development

- > Introduction Course
- > Analysis Course
- > Advanced Course
- > One on One



Performance Indicators Web Portal

Icon	Description
	Refresh: Allows the user to reset the information contained within a folder.
	Details View: Changes the way the reports are displayed in your folders.
	List View: Changes the way the reports are displayed in your folders.
	New Folder: Allows you to insert a new folder. New folders can only be inserted by Administrators and can add folders to the public folders.
	New Page: Inserts a new page in the Performance Indicator Web Portal, content can be tailored to individual.
	Select All: Lets you select all rows in the folder.
	Deselect All: Allows you to deselect all rows within the folder.
	New URL: Allows you to save in your personal pages a URL address which will link to your desired website.
	Set Properties: Allows you to change the properties of the folder.
	Order: Allows you to change the order of the reports.



Peer Support

- > Subject Area Focussed User Group
- > Users Learn From Each Other
- > More Credible
- > Power Users



Shared Folder

!!Business Unit Shared Folder > PODS > Yearly Statistical Report

Name
Table 01 - Workshops Conducted and/or Administered by PODS
Table 02 - One-To-One Sessions Administered by PODS
Table 03 - Consultancies Conducted and Administered by PODS
Table 04 - Total PODS Training Attendances by Classification
Table 04A - Total PODS Training Attendances by Classification
Table 05 - Total PODS Training Attendances by Workplace
Table 06 - PODS Training Attendances By Workplace - TOTAL U
Table 07 - PODS Training Attendances By Workplace - FACUL
Table 08 - PODS Training Attendances By Workplace - ADM
Table 09 - PODS Training Attendances By Workplace - DV
Table 10 - PODS Training Attendances By Workplace - D
Table 11 - PODS Training Attendances By Workplace - J
Table 12 - PODS Training Attendances By Workplace -
Table 13 - PODS Training Attendances By Workplace
Table 13A - PODS Training Attendances By Workp
Table 14 - PODS Training Attendances By Gender
Table 15 - PODS Training Attendances by Staff
Table 16 - UOW Workplace Headcount - workplace by

University of Wollongong
UOW Intranet

Home | My Messages | My Workplace | My Campus | My IT

performance indicators project

Students, Teaching and Learning (STL) User Group

Purpose
The Purpose of this Forum will be to Increase Awareness and Improve Usability around Student Teaching and Learning Reporting Information available through the Performance Indicator Reporting System.

Goals

- The User Group will also allow Faculty Input into Reporting Development Activities through the Performance Indicators Reporting System
- Allow Opportunities for continuous improvement with Existing Student Reporting Information
- Create a Sharing Environment where Faculty Representatives can discuss how they are utilising the Student Reporting Information for Everyday Use
- Members can Share Experiences in a Casual Environment

Become part of the STL User Group

If you would be Interested in joining the Student Teaching and Learning (STL) User Group or would like to know who is already a Member then please click on the relevant link below.

- Yes , I would like to join. [Register](#) to become part of the STL User Group.
- I would like to [View Members](#) to find out who else is part of the STL User Group.

Meeting Schedule

signed in as Ms Richelle Hilton. Sign Out

Performance Indicators Project

WEB PORTAL

- Performance Indicators

ABOUT PIP

- Vision & Objectives
- Information about PIP
- Project Framework
- Privacy and Confidentiality
- Get Access to PIP!
- How Often is the Data Refreshed?

PROJECTS

- Project Information
- Data Quality @ UOW

QUALITY ASSURANCE

- QA @ PIP
- Forms
- Pro...

Data Quality

- > Reduction in Usage
- > Mistrust in Data
- > Enthusiasm Declines
- > Undermines Analytic Culture



performance indicators project

Data Sources

Below is a list of all the Project Areas within the Performance Indicators Reporting System and their related data sources:

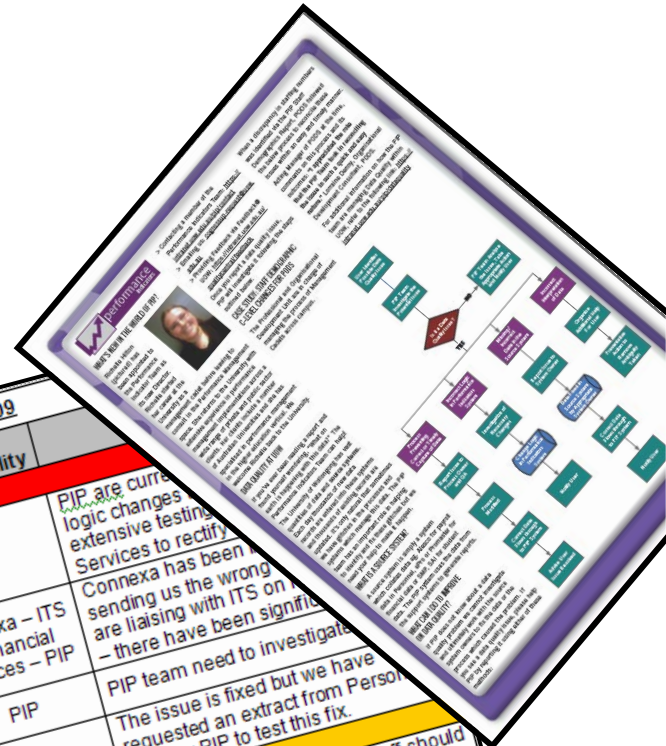
Perspective	Key Result Area	Source System	System Owner	Freq
Staff & Workplace Satisfaction	Staff Demographics	Alesco	Manager, Staff Services (Michelle Harrison)	Weekly
	Staff Demographics	Alesco	Manager, Staff Services (Michelle Harrison)	Weekly
	Staff Leave	Alesco	Manager, Staff Services (Michelle Harrison)	Weekly
	Employment Equity and Diversity (EED)	Alesco	Director, EED (Lynne Wright)	Weekly
	Recruitment	JDE	Manager, Recruitment (Adeline Ong)	Weekly
	Occupational Health and Safety (OHS)	SIMS	Manager, OHS (Darren Smith)	Nightly
	Occupational Health and Safety (OHS)	Safetynet	Manager, OHS (Darren Smith)	Nightly
	Training and Professional Development (PODS)	Alesco	Manager, PODS (David Reynolds)	Nightly
Business Processes & Operations	Staff Time and Attendance	Kronos	Manager, Staff Relations (Irene Burgess)	Nightly
	Internet Usage	IP Billing	ITS-Senior Manager Business Services Unit (Michelle Grange)	Weekly
Community & International Focus	Media	Media Database	Manager, Media Unit (Bernie Goldie)	Weekly
	Income and Expense	JDE	Manager, Financial Analysis and Systems (Fred Reich)	Nightly
	Strategic Cost Analysis	ACE-ABC	Manager, Financial Analysis and Systems (Fred Reich)	Once a Year
	Accounts Payable (AP)	JDE	Manager, Financial Analysis and Systems (Fred Reich)	Nightly
	Accounts Receivable (AR)	JDE	Manager, Financial Analysis and Systems (Fred Reich)	Nightly

Type of Data Quality Issue	Examples	Potential Outcomes
Incorrect Logic in PIP System	Travel transactions were not coming through the procurement reporting solution in the PIP System	PIP managed the issue with the system owner and updated their logic to include travel transactional reporting.
Missing/Incorrect Data in Source System	Employee details within PODS and OHS need to be updated. This includes reallocating Management cadets, trainees and additional staff members.	Personnel Services identified the data quality issue and updated the staff details in Alesco (Personnel Database). The current data was reported in the next monthly report.
Incorrect Interpretation of Data	Incorrect Date Measure is used to analyse data in the UAC Cube.	PIP Team addressed this issue and provided additional documentation and training to educate users on the different measures.
Process Preventing Correct or Timely capture of Data	Current lapsing process does not meet the timelines of the Attrition reporting business requirements.	PIP and QA working with ARD to understand options and impacts with the desired outcome as an improved process for all.
Not a Data Quality Issue	'Current Month' reporting is blank in a Staff Demographics Report.	The current month data has yet to be imported into the PIP System.

Data Quality

- > Exception Reporting
- > Source System Champions
- > Senior Manager Visibility
- > Integration with Quality Assurance
- > Promotion
- > Training

OPEN DATA QUALITY TICKETS – MARCH 2009			
Issue Description	Opened	Reporting Affected	Current Responsibility
HIGH IMPACT – Access to Reporting Effected has been Disabled			
Incorrect Equity Students being Reported (85071)	May 08	Access to Equity Reporting has been disabled	PIP
Payment Database not be reconciled – Connexa not sending a complete data set (98445)	Aug 08	Access to Procurement Reporting has been disabled	Connexa – ITS – Financial Services – PIP
Probation Reporting Incorrect (103230)	Sep 08	Access to Probation Reporting has been Disabled	PIP
Leave Balances Incorrect (117309)	Feb 09	Access to Leave Balances Reporting has been disabled in the data warehouse	Personnel
MEDIUM IMPACT – Issue Significantly Impairs the Usefulness of the System for a User			
Staff showing up in old ARD Organisation Unit (123331)	Mar 09	Causing Reporting Difficulties with Staff and Workplace Satisfaction reporting.	
Sharing Subjects showing incorrectly in PIP Reporting (94756)	Jul 08	Currently some subjects are no longer sharing as sharing	
Ex-ARD Staff still appearing in their Internet Billing (124406)	Mar 09	ARD invoices show staff members which should not be in their invoice.	
	Jan 09	Informatics find all Staff	



Management of Data Quality ranked as highly important in the 2008 UOW Admin Client Service Survey. To find out how you can help the PIP team improve and maintain data quality turn to page 3.

PERFORMANCE INDICATOR'S PROJECT

Questions



Evaluation Forms

SHARE YOUR FEEDBACK AND WIN

Visit IBM Cognos Central to fill out your session evaluations online.

- > **Each completed evaluation** qualifies you to win one of five \$100 daily prizes.
- > **Complete evaluations for every session you attend** and qualify to win an additional \$500! An overall conference survey will be available at IBM Cognos Central on Friday morning, and will also be emailed to you.