



Navigator Assists University in Organizational and Process Redesign During ERP Implementation

Company: The Ohio State University
Office of Enrollment Services & Undergraduate Education

Industry: Higher Education

Capabilities Areas: Project Management, Business Process Design, Organizational Change Management

Business Challenge

Ohio State is undertaking a replacement of its aging legacy systems in the Admissions, Financial Aid, Registrar and Treasurer's offices. As with any system implementation of this size, the impact to the people is tremendous. The university had a clear need to fully understand this impact and have a plan to prepare all relevant faculty, academic and administrative staff for those changes. Without this effort, productivity would drop when the new system was introduced, and the implementation would be perceived as a failure by many in the university community.

Why Navigator

Navigator resources have a long-standing relationship with university stakeholders and have a deep understanding of most existing OSU business processes. The extensive higher education expertise of the Navigator team provides them with a perspective of how to apply industry best practices to the unique needs of OSU.

Navigator's Role

Navigator deployed a Project Manager and an Organizational Design Specialist to provide the leadership and tools required to successfully achieve the university's goals for the project.

Results

Under Navigator's leadership, the university systematically and efficiently gathered very detailed information about the tasks/roles/jobs that must be performed or filled by university employees, highlighting how those responsibilities would change after the system implementation. Navigator enlisted the help of OSU HR and business unit staff to make recommendations for which existing university employees had the right skills to fill these future jobs. This information was used by central HR to make the appropriate updates to position descriptions so that 100% of impacted employees were fully informed of the changes to their role and understood what training they needed well in advance of the system implementation.

"(Navigator resources) are very professional and sincere, are flexible when needed, and they drive work to completion in a timely and cost-effective manner. The work produced under (Navigator's) direction exceeded my expectations and will prove very beneficial to the university."

- Jeff Allen
Director, Administrative Services
The Ohio State University