

Benefit Realization Management

To Achieve

SMA2 2017-2020

Objectives

And

Optimize Fleming's Position for
Differentiation Funding Envelope

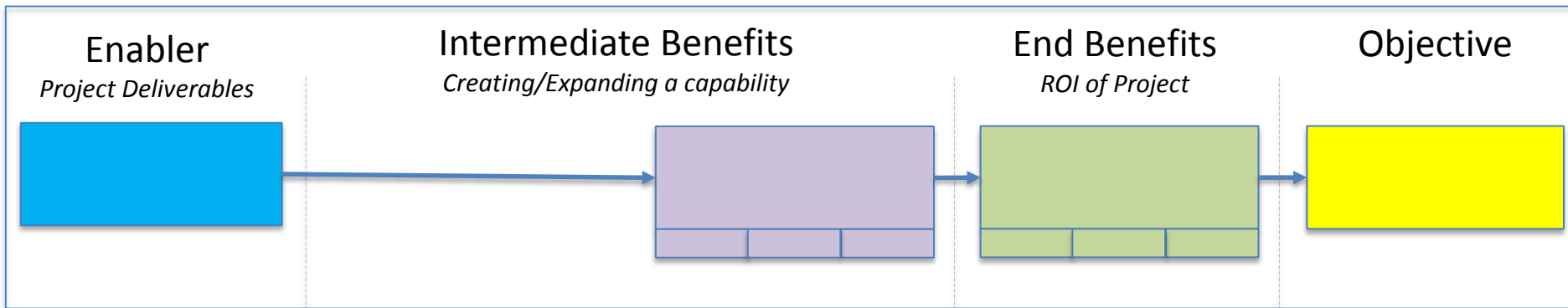
Benefit Realization Management (BRM) is a method used in achieving Strategic Objectives

Why BRM as our model?

- For our current purposes, we can use BRM methodology to determine how Fleming will achieve the many objectives in the SMA2 and to track our progress in achieving those objectives.
- We can also use this methodology to assist Fleming as we move toward developing the next SMA3 with MAESD.
- Although we are focusing on the SMA objectives, BRM can be used to develop ‘how’ to achieve any set of objectives and then tracks progress. In future, this same methodology can be used for Strategic Planning Objectives, or Academic Plan Objectives etc.

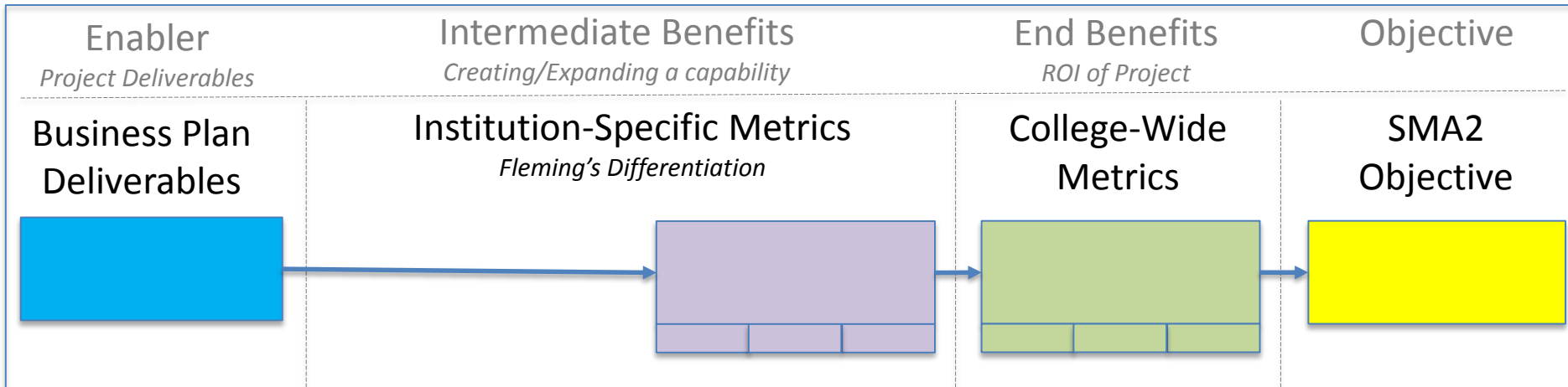
- **“Benefit”**: *an outcome of change that is perceived as positive by a stakeholder. Benefits start with words of change (i.e. more, less, faster, slower, reduced, increased etc.)*
- **“Benefit Realization Management”**: *the process from identification to realization of the optimum benefits from change.*
- **Why we do Projects?** The reason for doing any project is to create change of some kind:
 - development of something new,
 - improving something,
 - comply with something,
 - elaborating on something,
 - stopping something
- **“Enablers”**: Project deliverables, are pre-requisites that provide new or expanded capabilities within an organization.
- **Questions to ask about Projects and Benefits:**
 1. What measureable benefit will be realized by your project (i.e. change initiative)?
 2. What projects (changes) are needed to get a particular benefit?

Benefit Map



A **Benefit Map** is a collection of '**Benefit Chains**' linking each **Project Deliverable** of Annual Business Plans to the **Objective** that it will contribute to, via a series of benefits.

Benefit Map

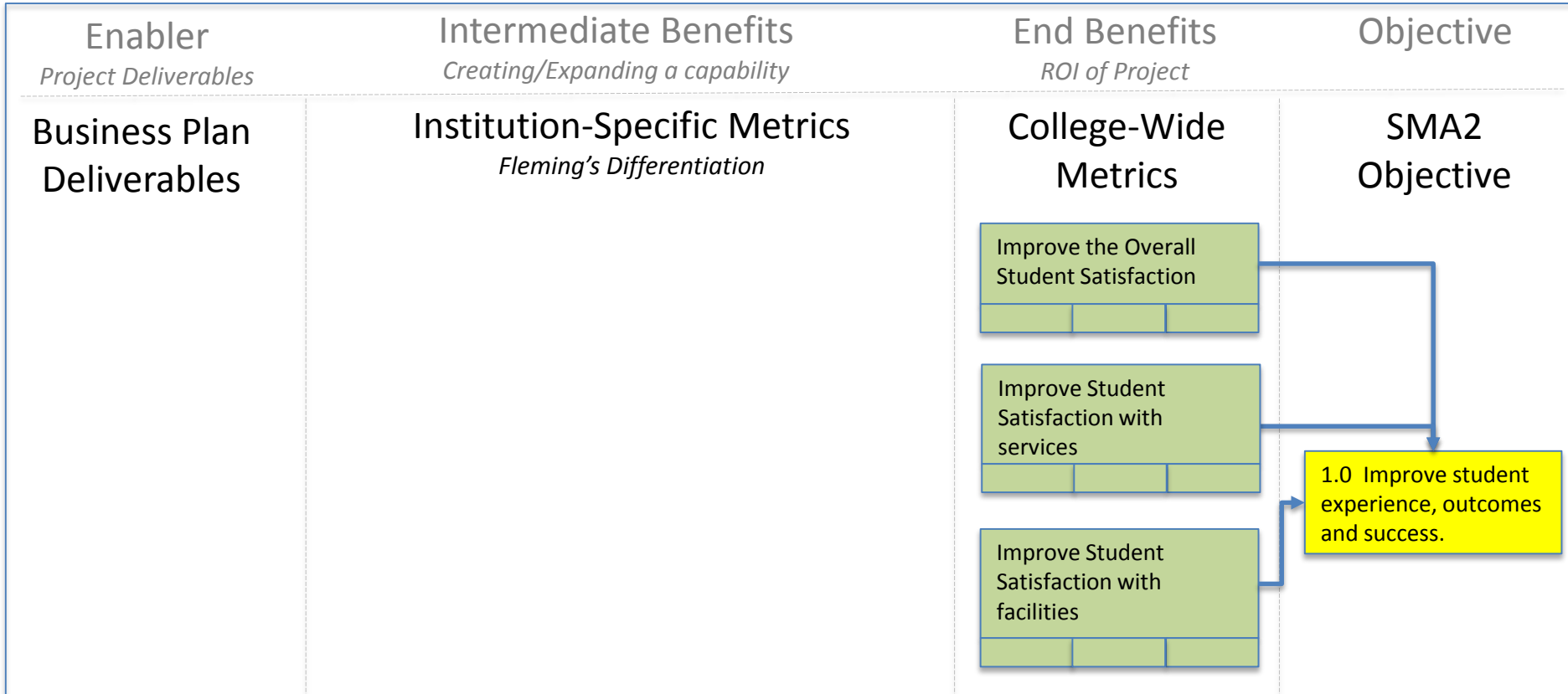


But for our current purposes, let's suspend the BRM lingo and use the SMA language that we understand to achieve the SMA2 Objectives.

Looking at the **Benefit Map** from right to left.

- We are specifically referring to **SMA2 Objectives**.
- Our End Benefits of change are defined for us in the SMA2 as **College-Wide (C-W) Metrics**.
- The **Institution-Specific (I-S) Metrics** define Fleming's differentiation compared to other colleges. This area answers the question, "what differentiated capability in the Fleming organization is new or expanded to achieve SMA2 Objectives".
- The **Deliverables** outlined in each year's Business Plan are the changes we put in place that lead us to achieve SMA2 Objectives.

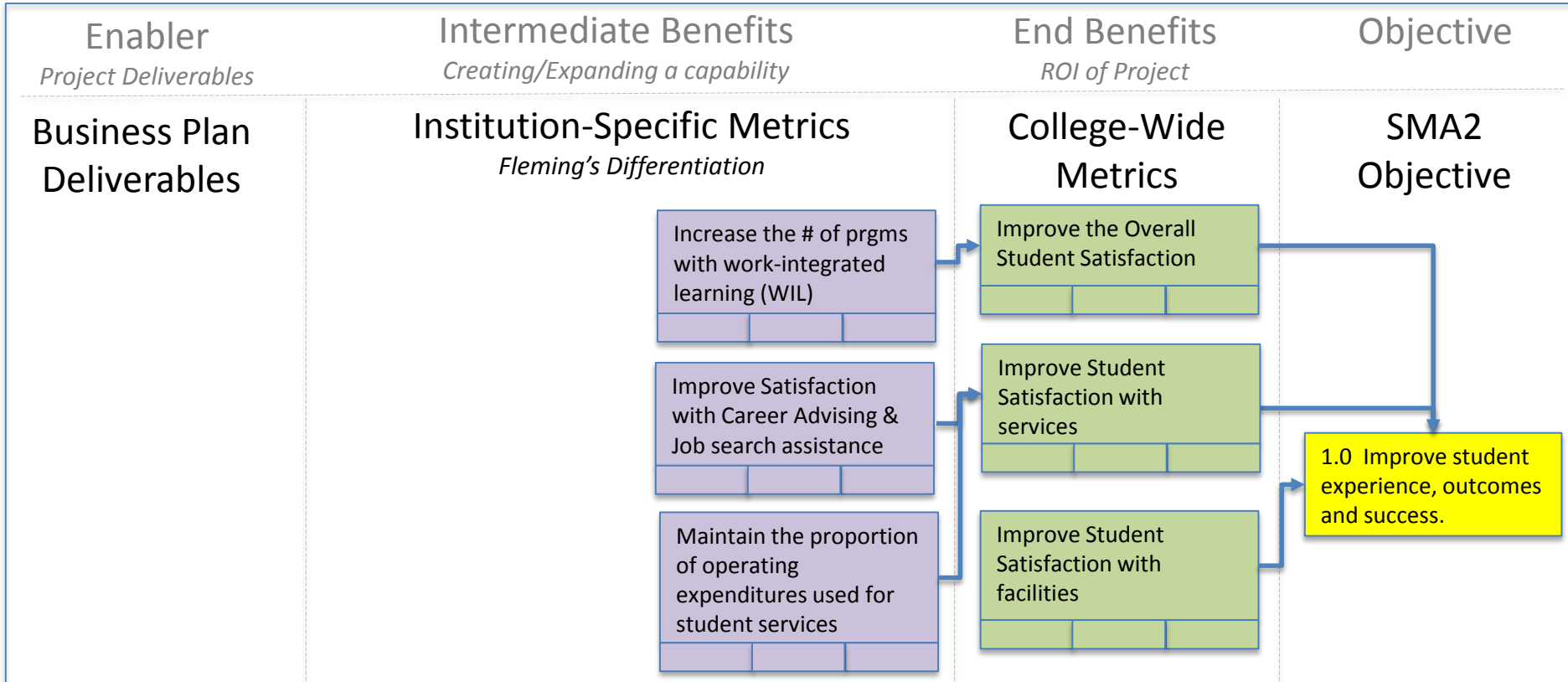
Benefit Map



Using the first SMA2 **Objective** 1.0 provided by MAESD to, “Improve student experience, outcomes and success”, MAESD also provided 3 **C-W Metrics** to indicate achievement of this objective.

Whether these are the right **C-W Metrics** or not, will be a part of the discussions Colleges will need to have with Ministry as we develop the SMA3

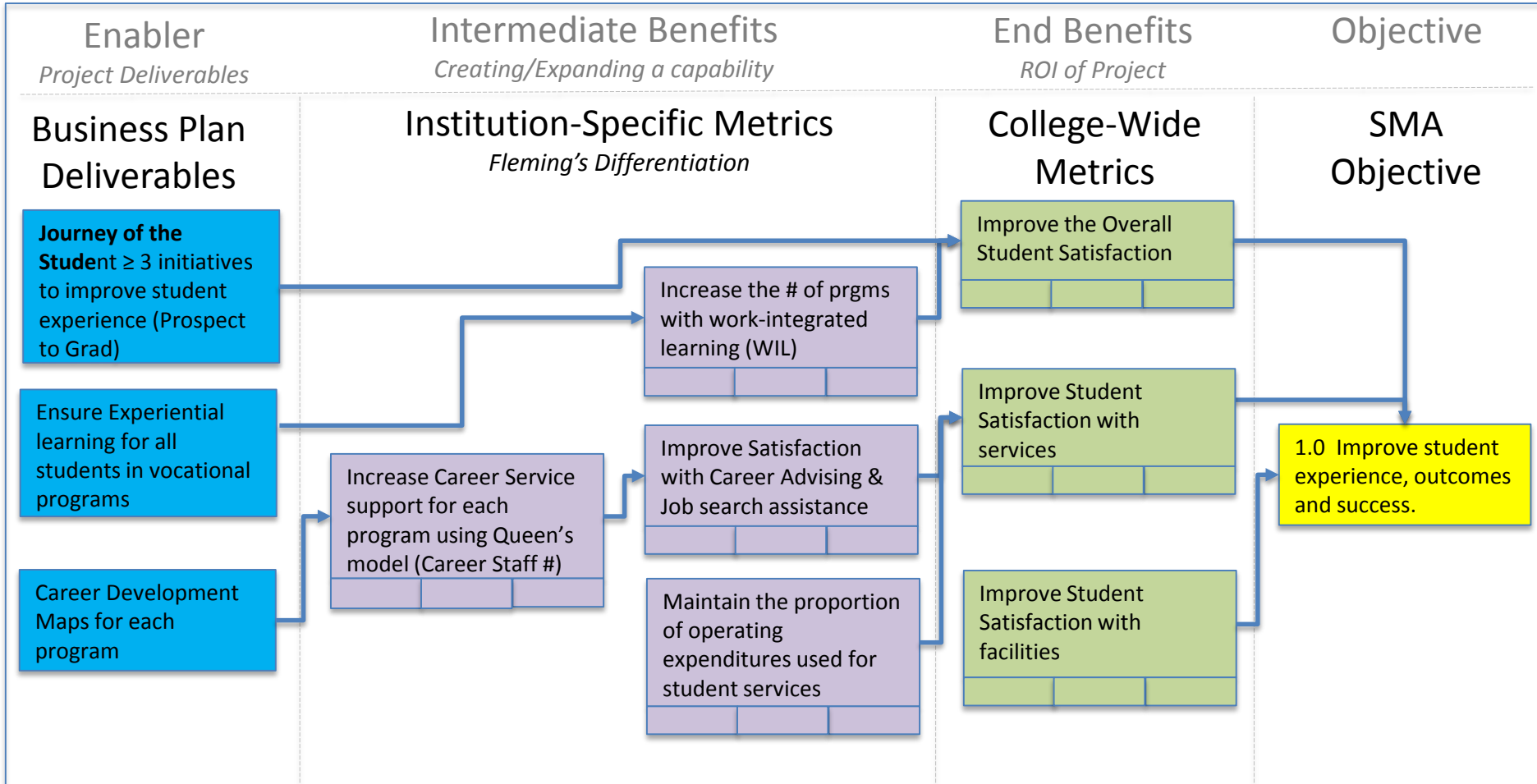
Benefit Map



As all Colleges are striving to achieve the same **SMA2 Objectives** and **C-W Metrics**, the differentiation between them will depend on **HOW** each College individually will reach the objective.

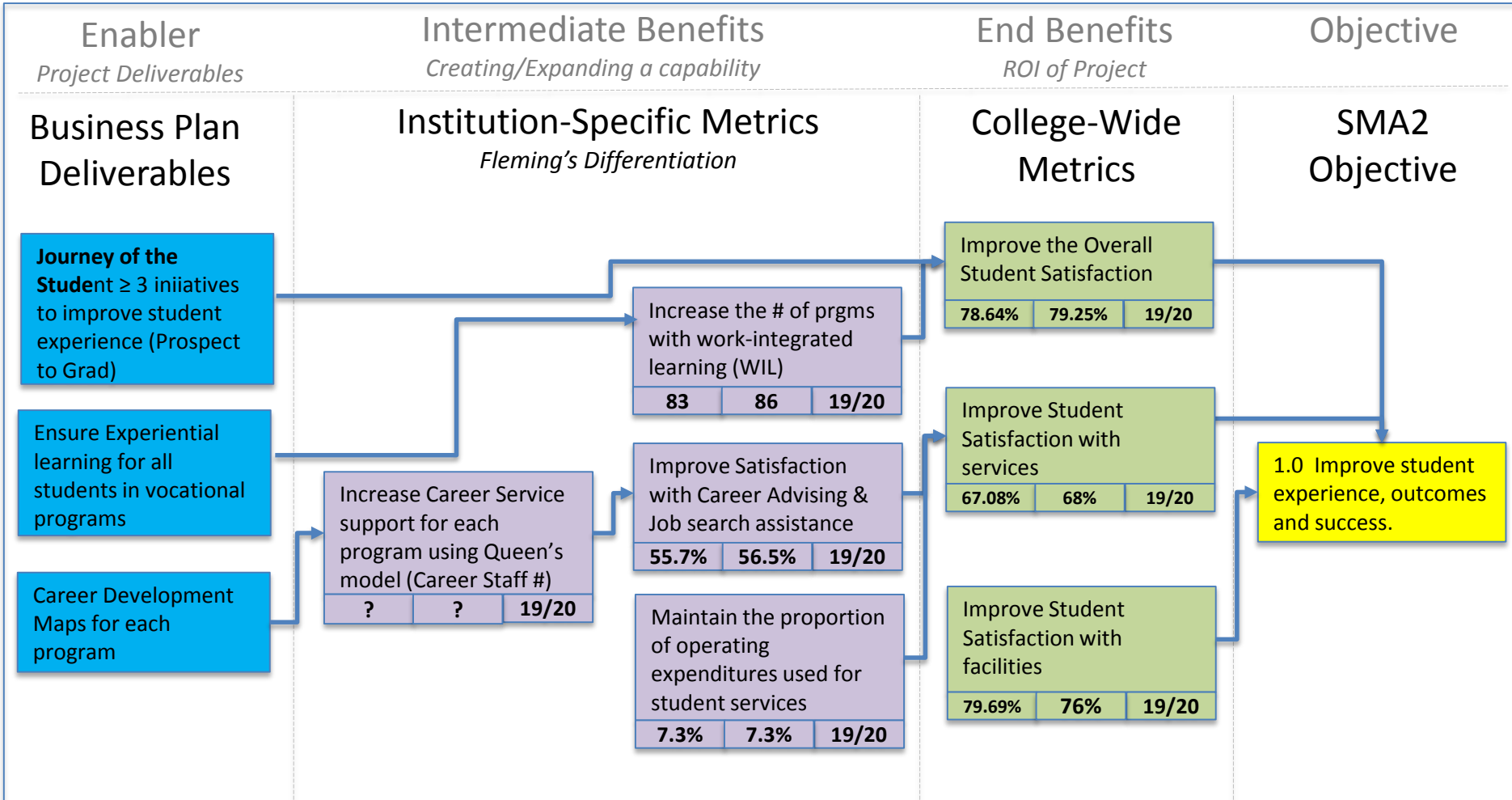
Fleming has provided 3 **I-S Metrics** for this SMA2 objective that indicates Fleming's differentiation in regard to achieving the **C-W Metrics**.

Benefit Map



We become even more specific about Fleming's differentiation from other Colleges when we develop the Annual Business Plan Objectives. Those Business Plan objectives are reached by achieving **Project Deliverables** that create new or expanded capabilities.

Benefit Map

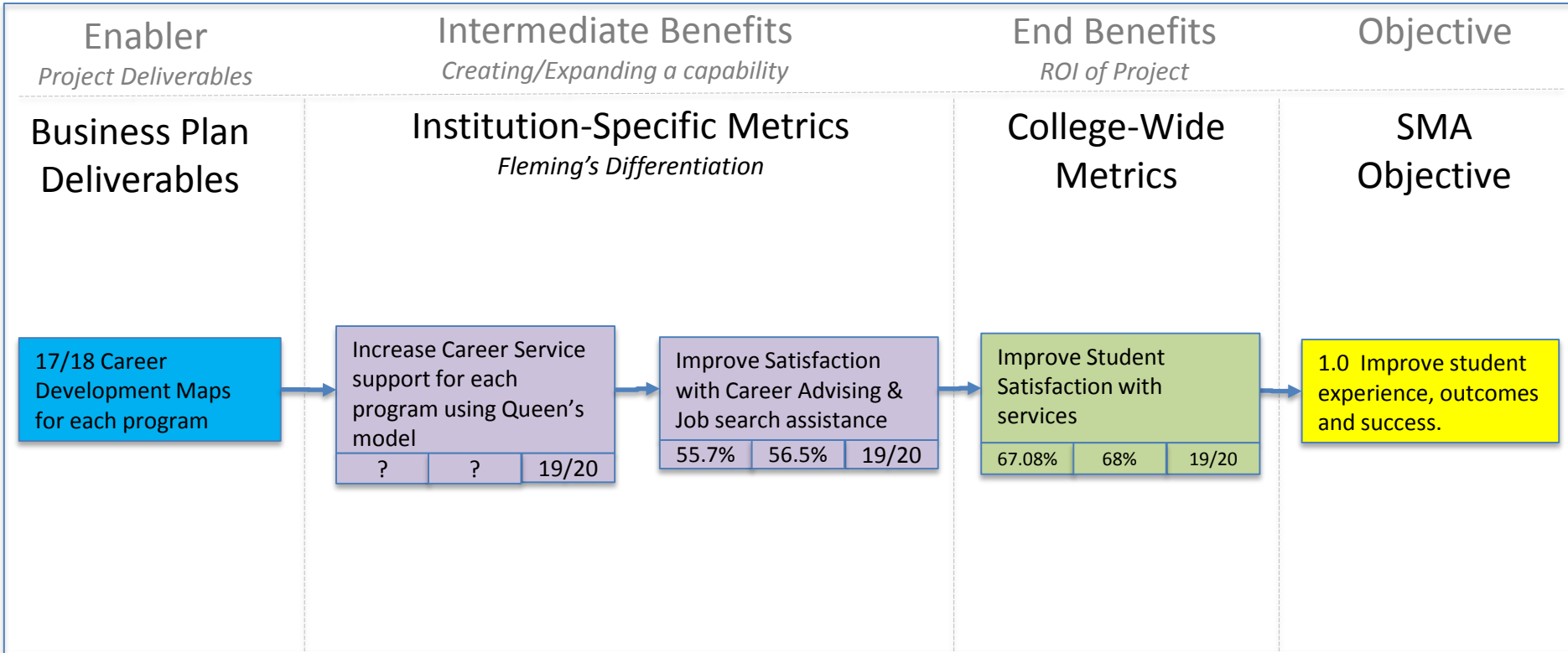


We have included values in the following way for each Metric:

- **baseline** (or most recent) metric value on the left,
- the **target** metric in the centre, and
- the **date** that target is to be reached on the right.

Example C-W Metric		
baseline	target	date

Benefit Map



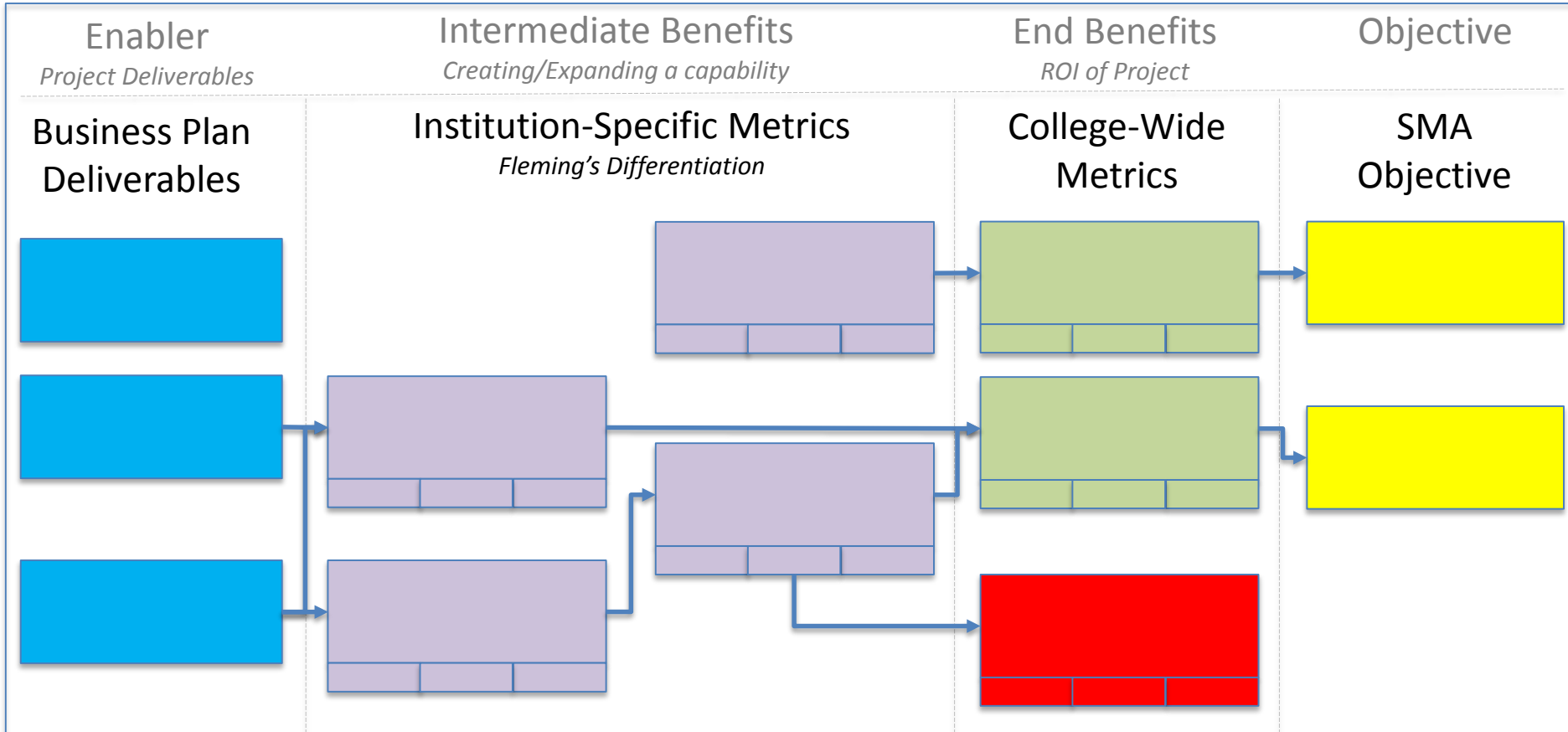
Requires bold, innovative thinking (MetaProject) and Organizational Development to support Differentiation:

Communication

Role of Leaders (MLT)

Focused PD support to enhance innovation including an innovation window

Benefit Map



The map also identifies **Disbenefits**, which is an outcome of change that is perceived as negative by a stakeholder.

Benefits are subjective and what seems like a benefit to one, “like reducing costs”, can seem like a disbenefit to someone else, since the cost reduction meant reducing staff in a particular area. It is important to consider all the disbenefits and not just the benefits when developing a Benefit Map.

Metric Profiles are forms that are completed for each Metric and then transferred to a Metric Register spreadsheet for Benefit Realization Management by MLT. (A Metric Register is similar to a Risk Register)

A Metric Profile (like a risk profile), includes the following information:

- Metric ID #
- Metric Name
- Metric Description
- Affected Owner/Department
- Metric Manager/Champion
- Metric Category (same as Enterprise Risk Management Categories)
- Metric Target
- Metric Target gap from baseline
- *Business Plan* Project Deliverables to optimize the Metric
- Disbenefits (possible negative outcomes)
- Risks to achieving Metric

This is how Fleming has weighted the 5 main SMA2 Objectives

- **Student Experience (20%)**
- **Innovation in Teaching and Learning (25%)**
- **Access and Equity (20%)**
- **Research Excellence and Impact (20%)**
- **Innovation, Economic Development and Community Engagement (15%)**

Fleming's success in achieving **C-W Metrics** for each **Objective** will determine the Ministry's allocation of the *Differentiation Funding Envelope* when SMA3 is implemented.