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Driving User Adoption Panel Discussion

KFA White Paper

Panel: *Greg Bush, VP, KFA Illinois Tollway Team*
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Luke Van Santen, e-Builder System

Administrator, Metcouncil, Minneapolis

How do you align everyone and maintain positive

energy in a large scale implementation?

Gary Younger: Communicate to users that the organization has to adapt to a new business model and that their commitment to improving processes is key to overall success.

Demonstrate that there is something in the

effort that will help them and be sure to follow up and show the benefit.

Do not focus solely on the software but show that it is just one key component to achieving excellence in project delivery.

Value and respect the human aspect of the implementation.

Implement the system as ours and not mine. Value

feedback both positive and negative and act on what can be changed for the better. Make the system part of the process, not a back feed system because it is a requirement; if vendors want to get paid or need a change order it must go through the system when being requested.

Greg Bush: It is important to identify the correct stakeholders early in the implementation and keep them engaged through the entire delivery. For example, stakeholders with expertise in their current methods and tools must be engaged in the implementation process. An example is the stakeholder who has developed an Excel spreadsheet that has been utilized successfully by one organizational group. The e-Builder analyst must understand the inputs and outputs of the spreadsheet and implement them in e-Builder to ensure adoption of the e-Builder process that will replace it. The stakeholder can then maintain his/her pride of ownership for the new process.

With owners utilizing creative delivery methods for their capital programs, such as Design-Build, rather than the traditional Design- Bid- Build project delivery method, how do you ensure user adoption when there are many variants of a single workflow such as the RFI and Non Conformance process workflows?

Greg Bush: Due to the very advanced process design and configuration that e-Builder provides, we are able to

build logic into workflows for diverse capital programs that use both D-B and D-B-B delivery methodologies. We can create complex yet flexible workflows that are easy for users.

(Greg gave examples of how to build one process to manage both D-B and D-B-B workflows by utilizing conditional logic.)

Also, we train on usability concepts, e.g. details/comments/documents tabs, logical field names, etc. By training concepts, no matter the process, the user will know what to regardless. Also, an e-newsletter goes out to all users monthly. Back issues are stored in the program-wide project. We disseminate the newsletters by using folder subscriptions to automatically alert users when a new issue is published.

How do you handle hurdles to user adoption related to computer and language skills?

Carol Cohn: It is important to identify as many hurdles to adoption for every rollout in order to then be able to make plans to mitigate them. Hurdles to user adoption can include things like:

- ✳ Lack of experience with the internet and/or browser-based applications
- ✳ Poor keyboarding skills
- ✳ Non-native English users, especially from language backgrounds not using Latin alphabet
- ✳ Low English reading and/or writing skills

A number of techniques can help these users become successful eBuilder users:

- ✳ Training sessions targeted at these target groups
- ✳ Task-based hands-on training to provide opportunities for practice
- ✳ Training sessions that allow enough time for the “slowest” learners
- ✳ Handouts and job aids aimed at these users (e.g. screenshots with callouts for vocabulary). Videos covering basic topics to be used as refresher training, and for newly launched processes video can be used in lieu of live training in person or via webinar.

How do you monitor user adoption progress?

Luke Van Santen: Use Process History to get listings of who Took Action, then process it outside e-Builder (Excel) to find out who is not acting.

Greg Bush: We use various ball-in-court reports. We spot-check the utilization of new processes that we roll out to make certain that users are following the work instruction. Support requests such as emails and phone calls allow us to monitor user adoption. We then adjust training and create materials that will support any shortcomings in the user adoption. We use our newsletter and email blasts to communicate to users when there is a clarification or significant communication to users that affects adoption of a process.

What can we do to ensure cross functional communication and dissemination of training information?**Whole Panel:**

Training should be continuous and repetitive.

Use the Announcements section of e-Builder home page along with an e-Builder Weekly Happenings email.

Have a bi-monthly update meeting that discusses enhancements that project controls has made or will be making.

Highlight the successes of the division to demonstrate progress and encourage future usage.

Communicate tips and tricks and friendly reminders to reinforce good practices.

The goal should be to provide as many avenues as possible to make as much information as possible accessible. These include:

- A separate e-Builder “project” for documentation. All users of your e-Builder account are added to this project and all programwide documentation is stored here.
- User manual PDFs created and tailored to the specific usage of the program. Manuals can cover basics like using the document module or how processes work. There can also be separate manuals for each process.