

Employee Success Plan (ESP)

The ESP is designed to clarify performance expectations, facilitate discussion, formalize performance feedback and provide a framework for identifying employee development. It provides the College and employee with a written record of performance for the recently completed ESP review period.

Employee Details (This section must be completed in full for record keeping purposes).

Employee Name: Jim Kirk	Employee ID:	Employee Group: Management/Confidential
Position/Title: Director, Digital Innovation & Tech	School/Department: Digital Innovation & Technology	
Manager Name: Monica F.	Manager Position/Title: VP, College Services & CFO	
Review Period: From: 4/1/2020 To: 3/31/2021		
Employment Status: Regular		

1 – Primary Job Responsibilities & Performance Expectations

Key elements of the job are the components of an employee's work that are particularly important to the success of the position. This is not intended to cover every aspect of the job. There are two parts to this discussion:

- **Job Responsibilities:** *"the What"* – describes *what* is required of the job in terms of main day-to-day responsibilities. Responsibilities can be individual and/or common to all members of a specific job function.
- **Performance Expectations:** *"the How"* - provides clarity and definition about measures of success in the job. Expectations/standards represent the behaviours, skills and proficiency in *how* the responsibilities are performed.

Copy and paste Job Responsibility & Performance Expectations to add responsibilities if needed

Job Responsibility #1

Leadership in Digital Innovation for NSCC

Performance Expectations - How will success be determined?

Through the continued advancement of the commitments and goals of the 2016 Technology Strategy.

Through championing the use of technology to advance the College's Strategic Plan with SLF, the Executive and the Board of Governors.

Through leading the department's response to the COVID-19 pandemic and shifting academic and administrative operations fully online.

Outcome(s)

Advancing the technology strategy over the last several periods has put the institution in an enviable position to rapidly respond to the new conditions imposed by the pandemic. The adoption of cloud services, best practices in IT service delivery and the implementation of a technology training program feature prominently in those advancements.

The accelerated adoption of Microsoft Teams among staff and students is the most significant accomplishment this year. Over 4,000 staff and students received training from DI & Tech on the use of the platform and its adoption has exploded in 2020.

Other innovations included the development and implementation of multiple methods for students to remotely access the software required for their courses and programs. In one instance, we leveraged

bleeding edge cloud technology from Microsoft to facilitate access to Microsoft Project, Visio and Access remotely. We were the first institution in Atlantic Canada to adopt this technology.

Job Responsibility #2

Leadership in Technology Service Delivery to NSCC departments, campuses, employees and students.

Performance Expectations - How will success be determined?

Through continued implementation of best practice processes resulting in highly accessible, clearly defined services delivered with consistency.

By establishing a culture of service excellence that is embraced by everyone in the department and yields positive outcomes for both students and staff.

By implementing a virtual service delivery model in support of the College's pandemic response.

Outcome(s)

Prior to the pandemic, the department was already executing on plans to virtualize its delivery model to better support the College's growing eCampus. This included the implementation of a new remote support toolset, a Live Chat channel and eventually, a new telephony system for phone-based support.

The pandemic resulted in an acceleration of this work and saw Live Chat going live in April. A new telephony system based on Microsoft Teams was developed and implemented this fall.

In addition to the technology work needed to support this, there was a significant labour relations component as we made fundamental changes to how support was being provided by our campus technician community. This required job description updates and the implementation of scheduling previously not required. Transparent communication with the group was key in successfully moving this forward.

Job Responsibility #3

Being the steward of Technology Governance at NSCC

Performance Expectations - How will success be determined?

Through the development and management of an optimized portfolio of technology projects for the College that offer benefits (both qualitative and quantitative) and align with the Strategic Plan.

Through noted improvements to how technology enables both academic, research and administrative service delivery and processes (i.e. a balanced portfolio).

Outcome(s)

The College's Technology Governance program has been fully operationalized and is focused on continual improvement. This period included a review and refresh of the Technology Governance Committee (TGc) membership. The objectives were to refresh rotational memberships (principals) and to broaden the membership by including new areas like Facilities and eCampus. Work on the addition of sub-committees continued this period. We expect to bring the Web Sub-Committee online by the end of the fiscal year.

Job Responsibility #4

Being the steward of Technology Assets at NSCC

Performance Expectations - How will success be determined?

Through the development of strategies, financial models and plans to manage NSCC's millions of dollars worth of technology assets through a sustainable lifecycle.

Outcome(s)

I continue to promote sound fiscal management of the College in a variety of ways:

1. Leading asset refresh practices in Q3 and Q4 will continue this year under the COVID-19 fiscal guidance. Only at-risk assets (due to imminent end-of-life) will be put forward for refresh.
2. Developing and delivering on Facility Equipment and Management Plans (FEMP) to purchase strategically aligned capital and non-capital assets.
3. While the future investment in a PeopleSoft replacement has been approved in principle, the procurement will not be initiated this fiscal due to COVID-19 fiscal constraints. Internal resources are focused on pre-requisite activities included in funding model. Most notably advancing a new tuition model for the college and initiating the replacement of its legacy identity management system.
4. Renegotiated the College's agreement with Bell for the hosting and support services associated with PeopleSoft. Introduced significant cost optimizations that will provide ~250k/year in savings as the College begins its shift away from PeopleSoft.

Feedback and Comments on Performance to Expectations Overall

Clearly and outstanding year in every sense. See end for more comments.

2 - Goals

Another aspect of the ESP is the setting and review of goals. Goals must support and align with campus/school or department priorities and can take a number of forms including, but not limited to:

- **Special Projects or Assignments:** related to the job but focused on initiatives other than the completion of the primary day-to-day duties (i.e. committees, process improvement).
- **Campus/School/Dept. Goals:** aligned to organizational priorities, these goals must be achieved to fulfill the overall campus/school or dept. goals. These goals may be shared by all or specific groups of employees across a campus, school or department.

Copy and paste Goals and how success will be determined to add goals if needed

Effective goals describe what work needs to be done and/or what needs to be achieved within the ESP review period, how success will be measured and the targeted timeline for completion (SMART goal approach is recommended). These goals form part of an employee's job accountabilities and are reviewed regarding progress and performance at the end of the ESP review period.

Goal #1

Continue leading the College towards a strategic investment in a modern ERP and Student Information System.

How will success be determined?

Deliverables from past period's strategy & roadmap engagement socialized with Executive and Board audiences.

Approval to proceed through the inclusion of a Cloud ERP/SIS modernization program in the College Business Plan with some scheduling guidance tied to budget availability.

Outcome(s)

The strategy & roadmap deliverable were presented to the Executive and discussed with the Board of Governors in the context of business plan review and approval.

Investment approved in principle to initiate the Phase 1 Procurement phase of the program.

COVID-19 fiscal constraints resulted in this initiative being deferred until next fiscal.

Pre-requisite activities advancing in the interim, most notably the pre-planning for a new Tuition Model for NSCC and the replacement of the College's legacy Identity Management System.

Goal #2

Execute on Network & Hosting strategy that puts less reliance on a single vendor and leverages NSCC assets.

How will success be determined?

The College has a longstanding relationship with Bell which has been fruitful but it does not afford NSCC the technical flexibility necessary to consider other suppliers in key areas like: network management, hosting and security services. Success this period will be determined by our ability to stand up a new network core at the Institute thus moving the heart of our network out of Bell's data centre.

Outcome(s)

New network core has been implemented at the Institute of Technology data centre. Cut-over activities are currently underway in partnership with Bell. This work will be completed in 2021.

RFP in development for managed network services for release in early 2021. This will allow a competitive procurement process for the wide area network circuits that connect College locations and the management of these connections. This will be the first time this business will be taken to market. Eastlink, Telus and Rogers could be expected to bid along with Bell.

A next generation firewall procurement is in progress. This device will be hosted at the Institute of Technology Campus and be NSCC's "first line of defense" against cyber attack. It will have advanced capabilities not available in our current firewall. It will also enable new remote access services that also won't be reliant on a third party like Bell.

Goal #3

Lead and support the College's technology response to transitioning its programming online due to the pandemic.

How will success be determined?

The institution survives?

Outcome(s)

- **Trained over 4,000 staff and students on the use of Microsoft Teams.**
- **Facilitated remote access to critical business systems for hundreds of employees (i.e. PeopleSoft, Cognos, S-Drive).**
- **Procured, staged and deployed hundreds of laptops for essential staff and faculty.**
- **Partnered with the Foundation, the Library and Student Services on the procurement, staging and deployment of +480 laptops to the Library Laptop Loan Program.**
- **Partnered with the Foundation, the Library and Student Services on the procurement and deployment of cellular internet sticks to support urgent student need.**
- **Designed and implemented an External Wi-Fi service offering, extending the College network into campus parking lots to provide connectivity to staff and students who may have inadequate access at home.**
- **Implemented new Live Chat channel for the Technology Service Desk and Student Services, and the Library.**
- **Implemented a new telephony system for the Technology Service Desk using Microsoft Teams.**
- **Implemented a full, virtual support model intended to meet the needs of both online and hybrid program delivery.**
- **Implemented an eBookstore.**
- **Developed and implemented (6) six different methods for students to remotely access the software needed in various programs. This included the implementation of bleeding edge technology (Azure Virtual Desktop) from Microsoft.**
- **Developed support model for the use of Zoom for specific use cases at NSCC (i.e. for the deaf and heard of hearing community).**
- **Implemented new configurations in PeopleSoft to support Faculty Advising.**
- **Implemented new solution to facilitate the creation of student IDs remotely, not requiring a face-to-face visit.**
- **Communicated, Communicated, and Communicated some more.**
- **and more.**

Feedback and Comments on Goal Progress and Performance Overall

All goals are in line with my expectations and then some.

3 – Professional/Occupational Currency & Career Development

- **Professional/Occupational Currency Development:** sustains, improves and builds upon knowledge and performance in the current role.
- **Career Goals:** clarify focus, opens the conversation regarding potential opportunities, what is needed in terms of development to support continuous improvement and development on a career path.

A. Professional/Occupational Currency Development

Alliance 2020 was cancelled due to the pandemic. I attended the virtual conference that replaced it but didn't feel it was beneficial as I was unable to immerse myself in the content due to operational responsibilities. Alliance 2021 will also be held virtually, and I will attend as it is funded. My hope is that our work situation is less acute at that time, allowing me to focus more on the sessions, especially those pertaining to the program management and strategic oversight of a transition from an on premise ERP/SIS (PeopleSoft) to a more modern, cloud-based system.

Given Oracle's recent struggles, it would be wise for me to engage more on the Workday side of the conference and professional development circuit.

Feedback and Comments

Fully support Jim's desire to learn more about Workday (and other related PD) in preparation for our eventual move to the cloud and possibly a different system.

Outcome(s)

Click here to enter outcome(s) or results regarding success in meeting goal(s)

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- **B. Career Development Goal(s):** is used to clarify focus and begin the conversation to determine what is needed in order to support continuous improvement and development on a career path.

November, 2020 marks my 20th year in the technology industry. These milestones offer an opportunity to reflect on career accomplishments and remaining career goals. I continue to aspire to advance to a C-level position in this industry. I still have a desire to learn and grow and feel I have much more to contribute on a larger / broader scale.

The pandemic has given my wife and I an opportunity to trial remote work (well, at least now that the kids are in school) and all-in-all, we've enjoyed spending less time in a car commuting and more time having lunch together. As employers work through their long-term strategies regarding remote work, this will almost certainly influence the career decisions we make.

Career Feedback and Comments

Click here to record feedback and comments regarding career development objective(s) and/or plan

Optional

Not required for ESP completion however can be added to both support and enhance the ESP process.

Other Elements

Can be included that are complimentary to the evaluation and growth process such as using learning narratives or a portfolio are examples of additional elements that can be used to customize an ESP.

Click here to indicate if an additional element is being added to the ESP

Employee Success Plan - Overall Summary *To be completed by the Manager(s)

- The employee has been made aware of where to find NSCC policies, and that they must observe the Code of Conduct and all policies and procedures that govern our work environment at the College.

Manager(s) – Overall Comments:

To say this has been a busy year for Digital Innovation and Technology (DI&T) would be an understatement. There was more than enough work slated to take place in the Department for 2020 without a pandemic. The pandemic through everything in a tailspin. However, under your calm leadership, DI&T the College was able to distribute technology to those who needed it and fully embrace the a huge portion of the MicroSoft 365 platform (including Teams), which allowed us to continue to work effectively during the first wave. Dealing with the pandemic was a herculean task for the department and the group was incredible. If the DI&T Group had not matured and the service delivery model not modernized under Jim's leadership, both academic delivery and regular administrative work would not have been able to get done. As well as having the tools, Jim's team did a great job of providing training to staff as well.

In addition. Jim has continued to focus on the very important area of cybersecurity over the past year. The mandatory training was well received, and the phishing tests have made staff very aware of the ramifications of the risks around emails.

Jim has already started planning for the eventual ERP move to the cloud. Naturally, we bit delayed because of our COVID response, but this work will pick up speed and importance in the next year. In laying the groundwork, Jim will lead the transition (technical side) to unit base tuition. Not only is this the right thing to do, it will also create a better foundation for our SS move to the cloud.

The investment in the helpdesk system also proved to be a huge benefit for remote work and delivery. As well, the reframing for the support positions over this year was also an incredibly smart move.

This past year has been incredibly successful for Jim and his whole team. The main reason for the success has been the methodical improvements that Jim has led over the past number of years. If it wasn't for his strategic thinking and pushing the right initiatives, we would not have been able to successfully respond to COVID academically or from a business continuity perspective. From Office 365, to the helpdesk, to the training capacity and the remote support – Jim's department was prepared and excelled.

Thank you for building the right department with the right capabilities. Every year has been good...this year just proved it to the entire College.

I have no advice for Jim (you) other than keep doing what you are doing. But also make sure you are taking care of yourself. When you carry the weight of your team on your shoulders, your back can get sore (and your team has carried a lot of weight).

Have a well-deserved rest!

Monica

Employee - Comments:

2020 has been one of the most difficult years of my career. It presented new and daunting leadership challenges, especially as it relates to the emotional support needed to lead a large team through both global and local crises. Balancing this against the needs of my family (and my own health) proved difficult. I feel I did

