

# Strathcona County Business Transformation Project

Project Update

Priorities Committee

June 18, 2019

# Agenda

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# ***Transformation Approach***

# Project History

## 2015

- ERP software replacement for Financial Services and Human Resources
- Receives Council approval in 2016 Budget

## 2016

- Senior Leadership Team agreement to expand project scope to include Procurement, Contract Management, Utilities, Property Tax, Asset Management and Organizational Transformation

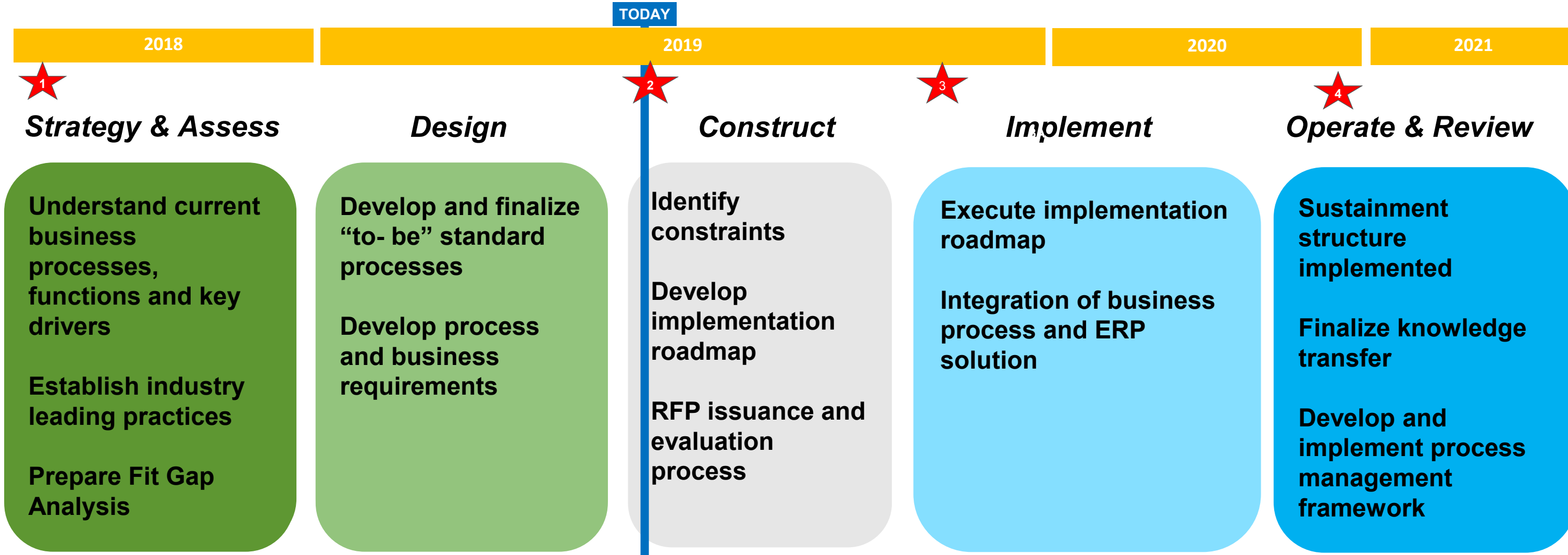
## 2017

- Council approval to expand ERP replacement project on May 23, 2017

## 2018

- PwC onboarded as Business Transformation Partner

# Project Update



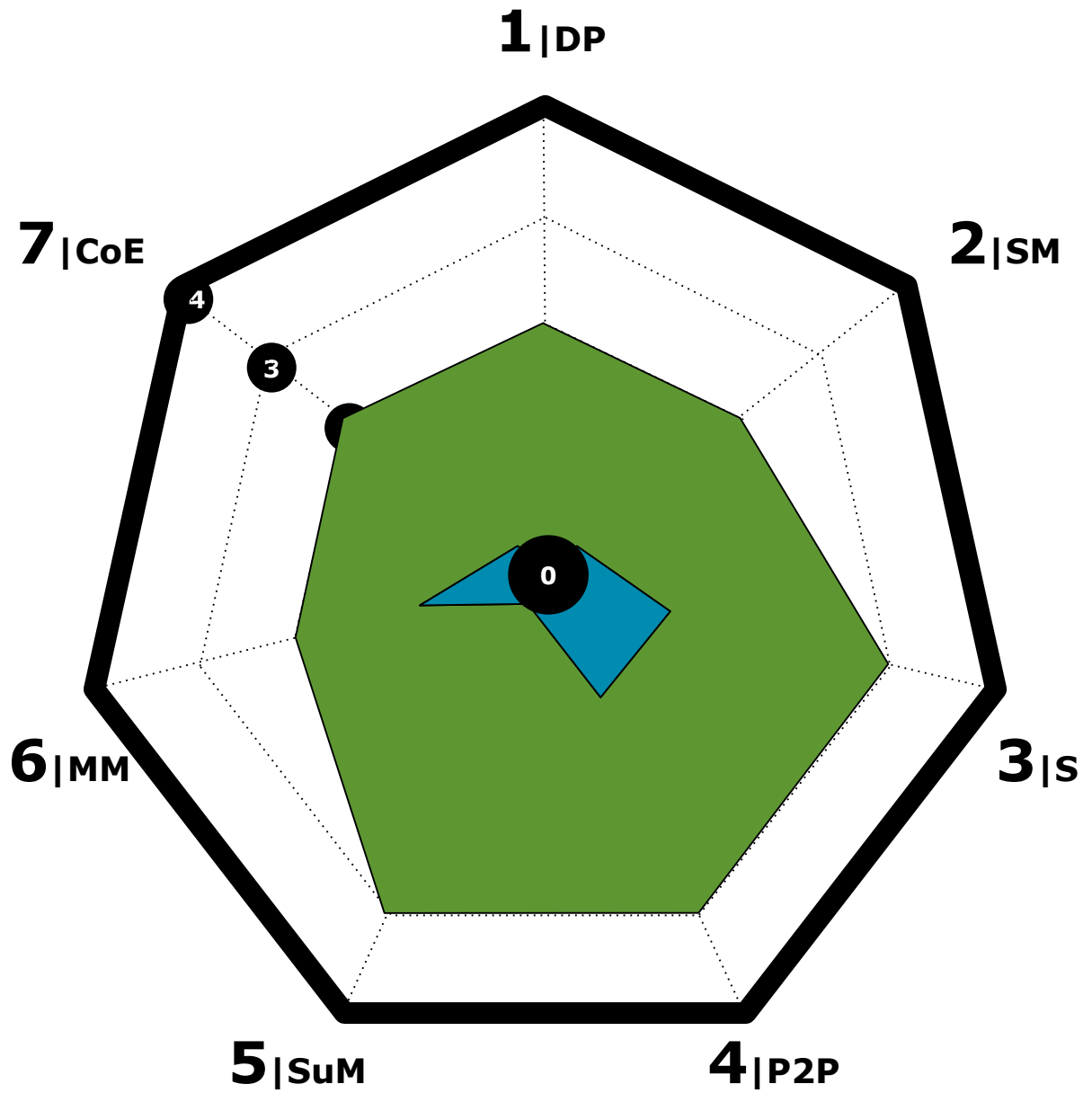
## Key Milestones:

- 1** BT Partner (PwC) Onboard
- 2** BT Design Sign-off
- 3** Software Solution Selected & System Implementer Onboard
- 4** Business Transformation Initiatives Complete

# ***Assess – Current State Highlights***

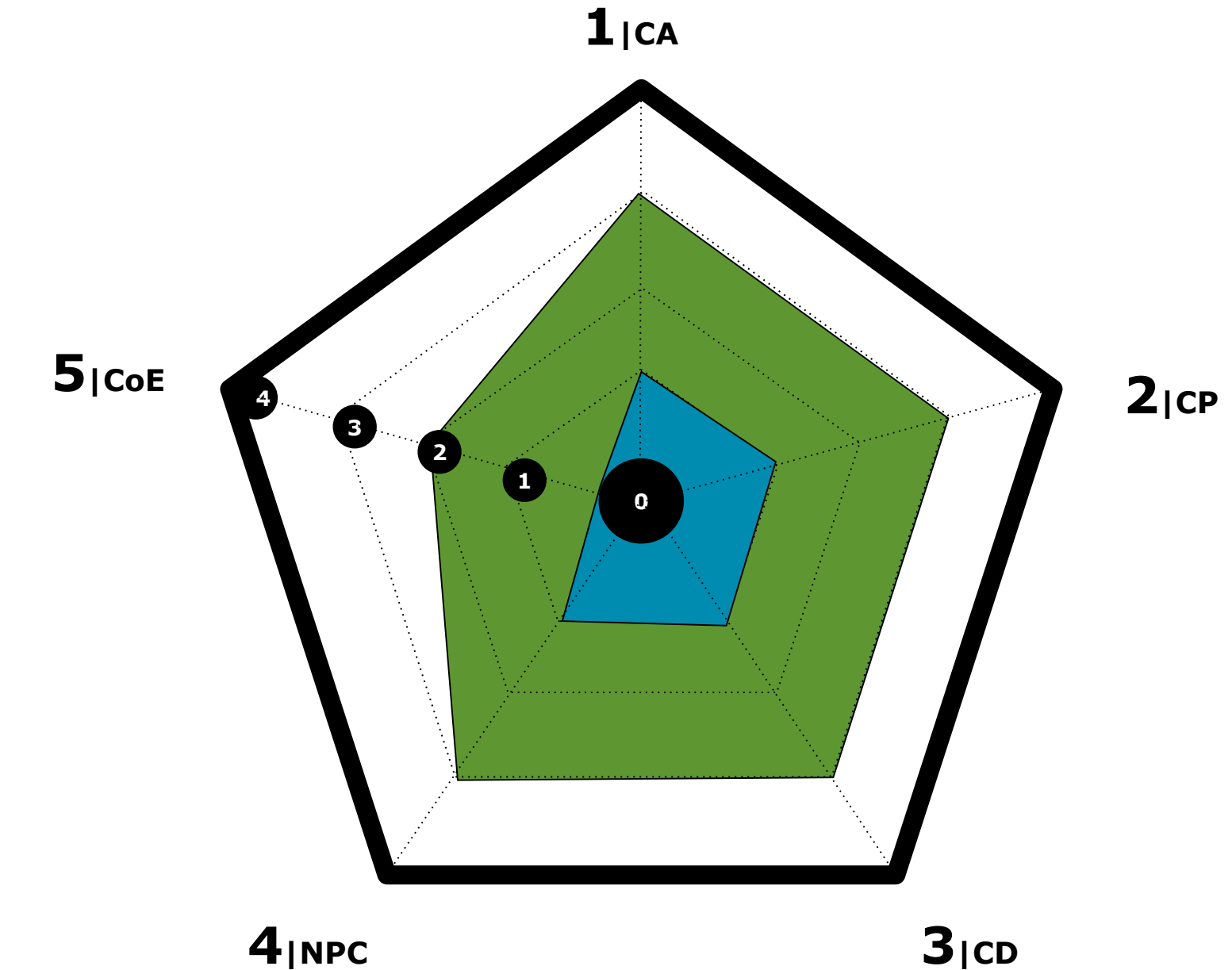
# Procurement Maturity Assessment

	L2 Capability	Current State	Target State
1	Demand Planning	0 → 2	2
2	Spend Management	0 → 2	2
3	Sourcing	1 → 3	3
4	Procure to Pay	1 → 3	3
5	Supplier Management	0 → 3	3
6	Materials Management	1 → 2	2
7	Centre of Excellence	0 → 2	2



# Contract Management Maturity Assessment

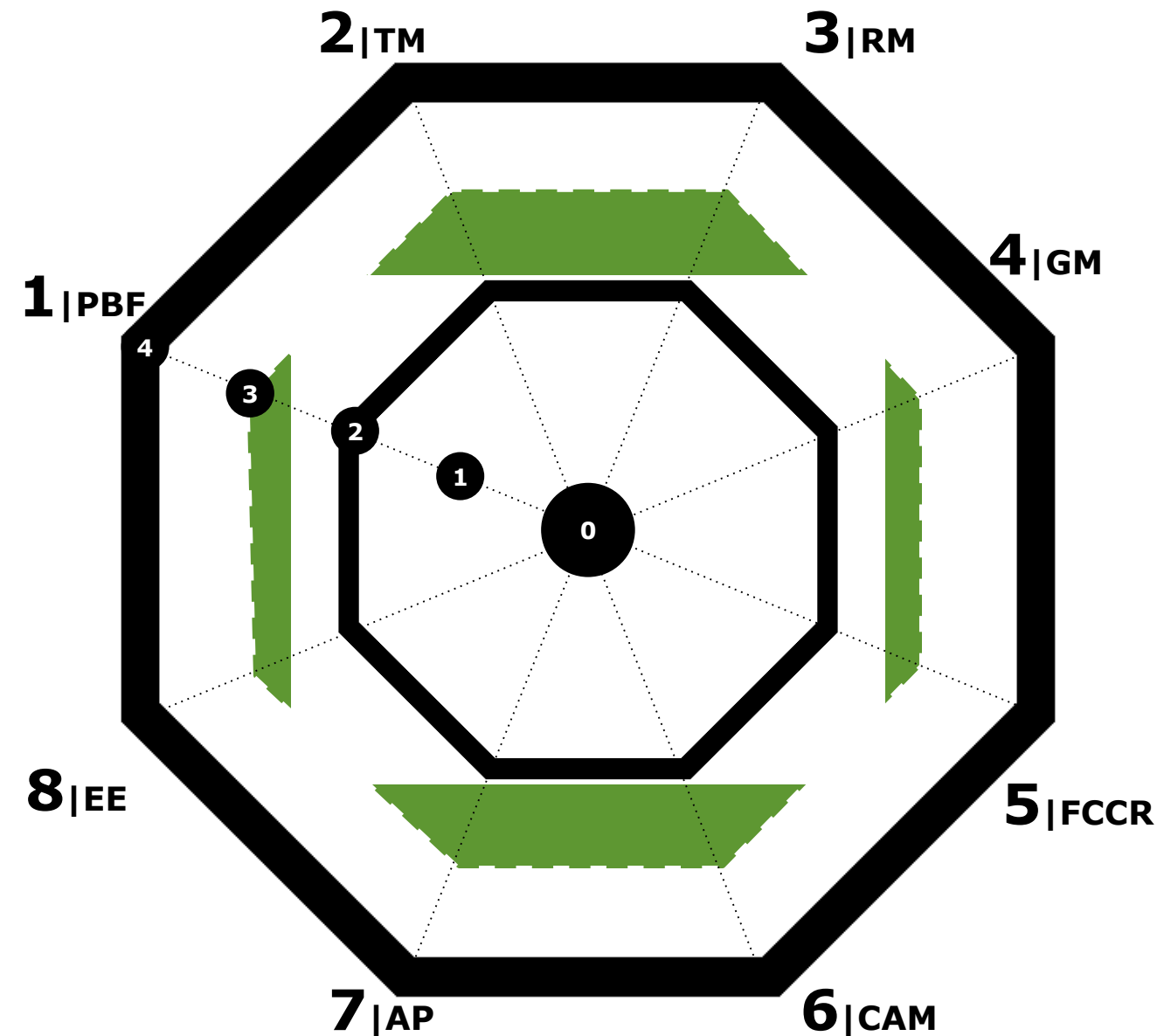
	L1 Capability	Current State	Target State
1	Contract Admin.	1 → 3	3
2	Contract Performance Mgmt.	1 → 3	3
3	Contract Documents Mgmt.	1 → 3	3
4	Non-Procurement Contract Management	1 → 3	3
5	Centre of Excellence	0 → 2	2





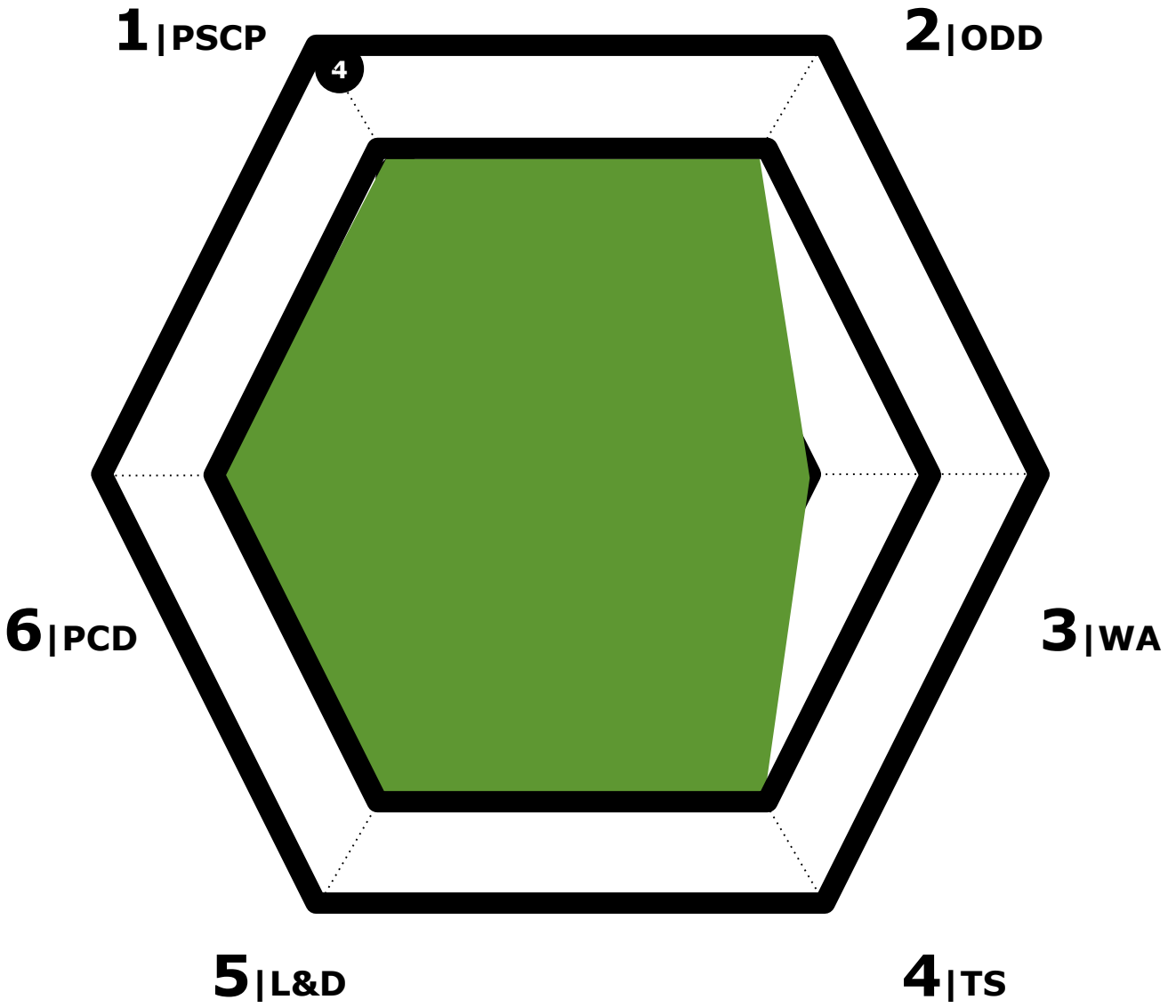
# Finance Maturity Assessment

	L1 Capability	Current State	Target State
1	Planning, Budgeting and Forecasting	2 → 3	3
2	Treasury Management	1 → 3	3
3	Revenue Management	1 → 3	3
4	Grant Management	1 → 3	3
5	Financial Controls, Close and Reporting	1 → 3	3
6	Capital Asset Management	1 → 3	3
7	Accounts Payable Management	2 → 3	3
8	Employee Expense Management	2 → 3	3



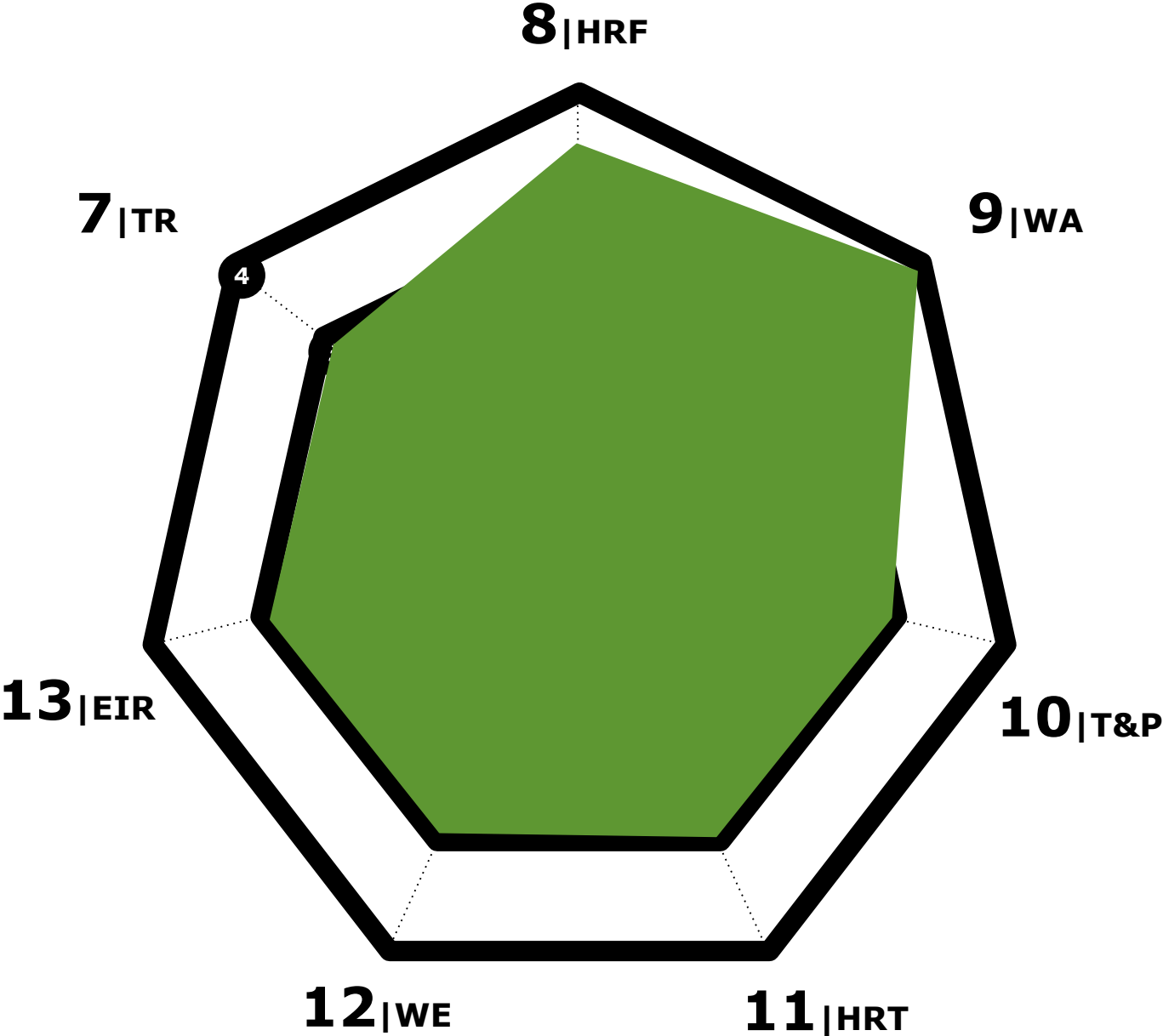
# Human Resources Maturity Assessment

	L1 Capability	Current State	Target State
1	People, Strategy, Culture and Policies	2 → 3	3
2	Org. Development and Design	2 → 3	3
3	Workforce Analytics	1 → 2	2
4	Talent Sourcing	3 → 3	3
5	Learning & Development	1 → 3	3
6	Performance & Career Development	1 → 3	3






# Human Resources Maturity Assessment

	L1 Capability	Current State	Target State
7	Total Rewards	1 → 3	3
8	HR Function	1 → 4	4
9	Workforce Administration*	2 → 4	4
10	Time & Payroll	2 → 3	3
11	HR Technology	1 → 3	3
12	Workforce Environment	2 → 3	3
13	Employee & Industrial Relations	1 → 3	3



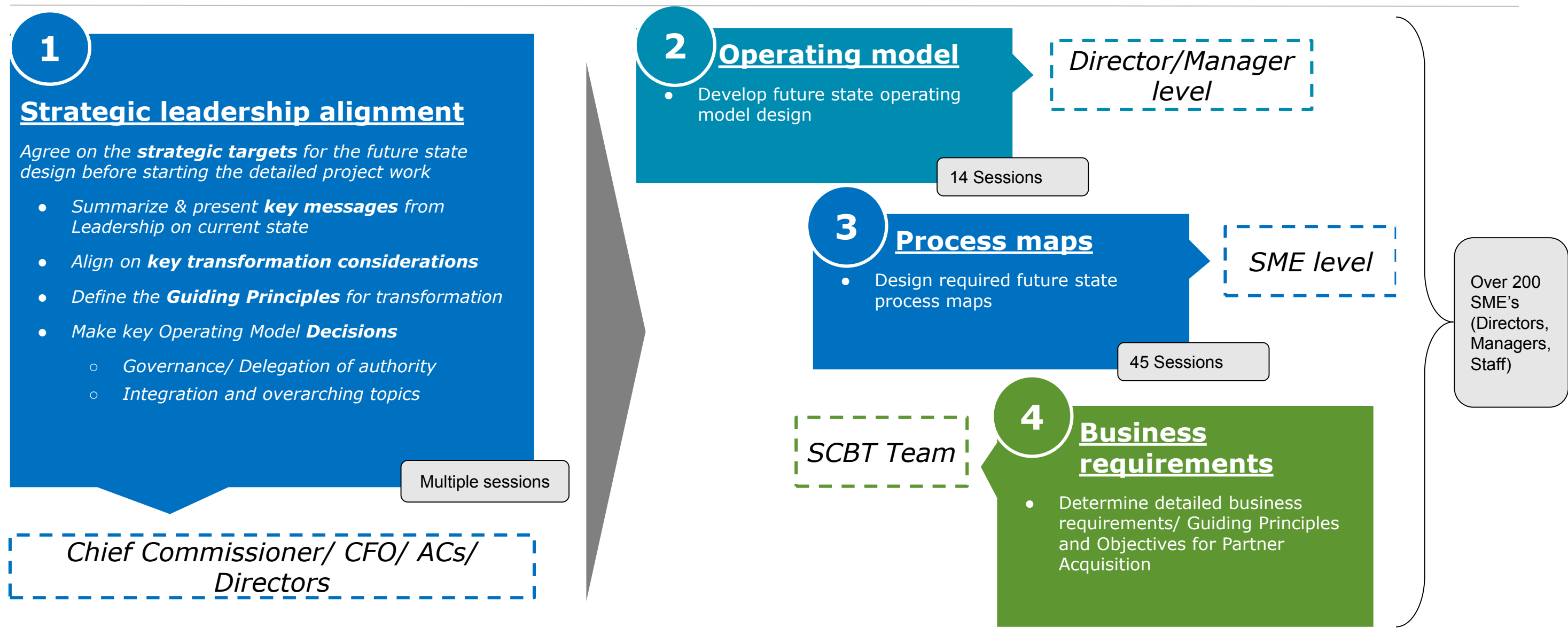
# Functional Maturity Assessments

		 Approximately <b>40 workshops</b>	 More <b>than 200 Corporate and Department SMEs</b>	 <b>124 positive evaluations</b> received		
		0	1	2	3	4
Function		Undefined capability existing minimally in only a few departments	Unpredictable processes around service delivery and management. Awareness of need for change.	Standardization across the function. Controls present in internal processes. Limited business engagement.	Business aligned. Focused service delivery and capability development. Tracking benefits and KPIs. Optimized and efficient processes.	Seamless business integration. Service driven. Continuous learning, converging on optimized technology service applications.
1	Finance		Current State		Target State	
2	Human Resources		Current State		Target State	
3	Procurement	Current State			Target State	
4	Contract Management		Current State		Target State	

A mature and experienced County workforce has been able to provide appropriate service levels in spite of current process and technology maturity

# ***Design – Future State Highlights***

# Future State Design



# *Sustainment*

# Sustainment

*The objective is to develop a **business focused** program to ensure the ongoing sustainment, innovation and continuous improvement of operations at Strathcona County*

## Key Elements

- Governance
  - Sustainment Governance
  - Process Management
  - Security and Controls
- Continuous Improvement
  - Business Intelligence
  - Analytics/Reporting
  - Measurement of Benefits Realized
  - Advancement of maturity levels
- Training
  - User Adoption
  - Technical and Functional Training
- Ongoing Support
  - Application Support
  - Data Management
  - Infrastructure/Operations
  - Release Management
  - ERP Vendor Management

## Key Outcomes

### Corporate Center of Excellence

- Drive operational excellence
- Enable ongoing integrated business transformation
- Introduce innovative business solutions
- Fully realize business benefits
- Increase staff adoption of new process and technology
- Provide business intelligence and analytics for evidence based decision making





## ***Questions/Comments***