

Enterprise-Wide Integrated Workplace Management System

Real Estate Management Branch
Integrated Workplace Solutions Division
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
Government of British Columbia

Stephen Marguet, Executive Director

Friday May 13, 2011

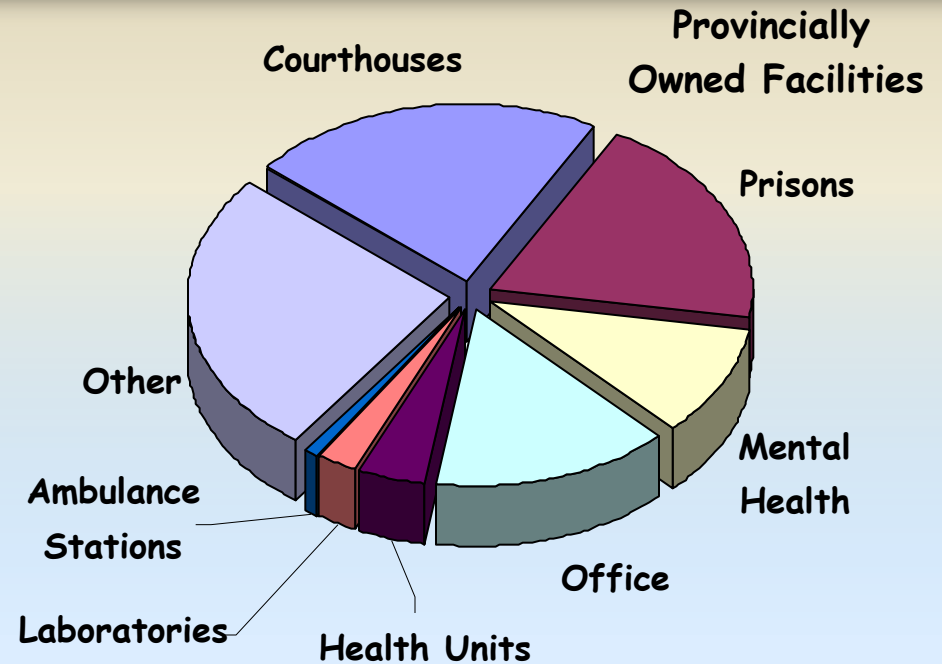
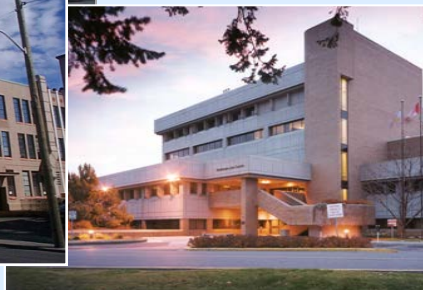
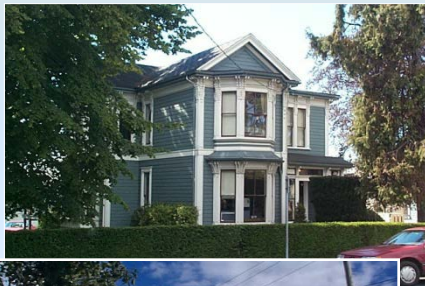
- Focus on Business Aspects of Implementation
 - Who We Are, What We Do
 - Services and Diversity
 - Project Cornerstone resulted in @RealBC
 - Role of the Business
 - Lessons Learned

- Shared Services BC is part of the Ministry of Citizens' Services
- SSBC provides:
 - Integrated Workplace Solutions
 - Technology Solutions
 - Logistics and Business Services
 - Corporate Services
- SSBC has branches across the Province
- About 300 SSBC and Citizens' Services employees use system

- Determine customer demand for space, technology and services
- Respond to demand through internal resources, partner agencies and private sector suppliers
- Provide stewardship of a large portfolio of owned, leased and maintained properties
- Provide accounting and financial information to customers and to Government

- 3,500 projects per year under \$50K each
- 600 projects per year, valued between \$50K and \$2M each
- 100 projects running concurrently, valued over \$2M each
- 500 lease transactions per year
- 50 to 100 sales or purchases per year
- 50 film and television productions per year

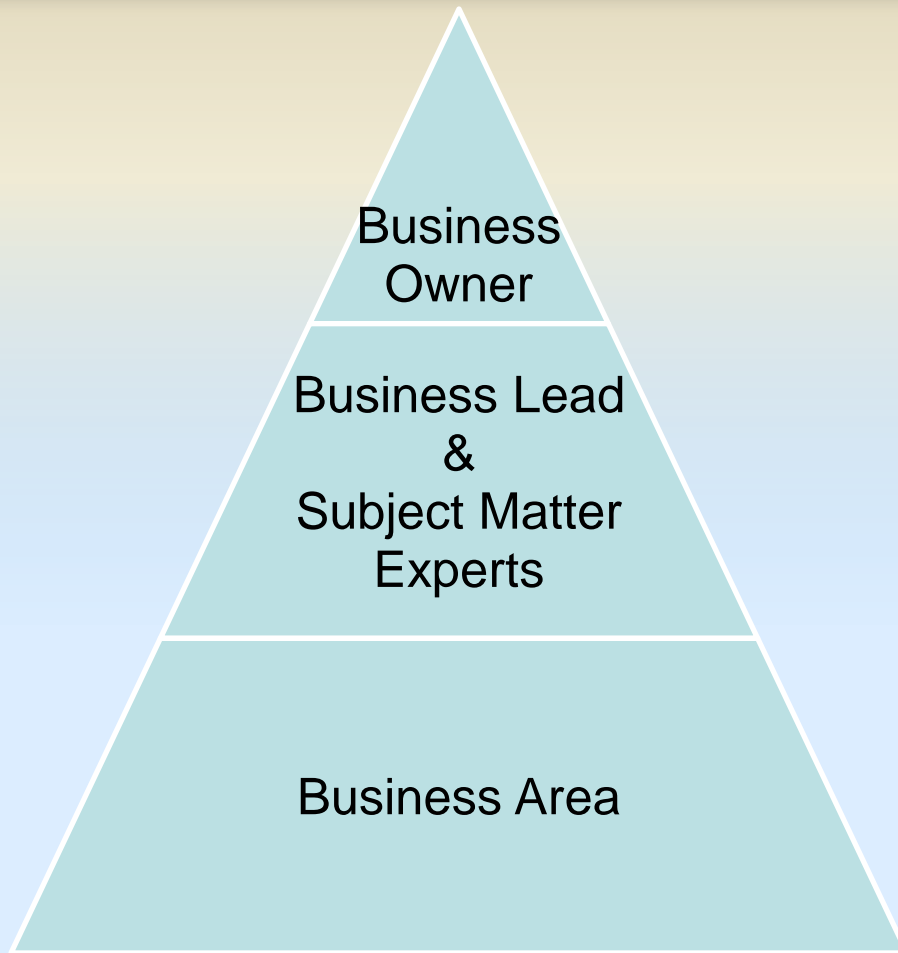
About 700 owned buildings, providing 9.6 million square feet for a variety of uses:



In addition, over 1000 leases, totalling 7.4 million square feet, predominantly office space

- SSBC implementation considerations:
 - Service provider to 100's of organizations with 28,000 employees
 - Both a landlord and a tenant; 30% annual churn
 - Enterprise-wide application for 300 employees
 - Interfaces to Government's Oracle accounting system and to external suppliers
 - Move from an integrated system to an integrated system; Big Bang Implementation

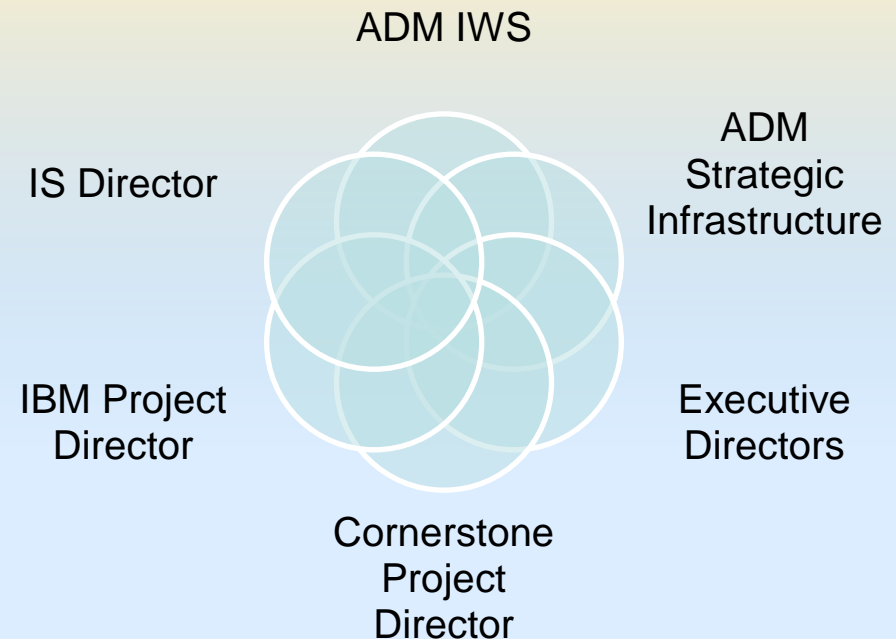
- Project Cornerstone was launched to:
 - Enable and simplify integrated business processes
 - Inject industry best practices
 - Replace integrated legacy IT system
 - Position Shared Services BC for expanded shared service role in Government
- Resulted in @RealBC, our Integrated Workplace Management System



- 20 Departments were grouped into 4 business areas:
 - Business Services
 - Customer Services
 - Portfolio Services
 - Workplace Services
- Business Owner, Business Lead and Subject Matter Experts run each area

- Business Leads are central to project success:
 - Organize and lead Subject Matter Experts
 - Contact point for business process issues and improvement opportunities
 - Ensure business decisions are fully integrated
 - Lead the business team on releases of incremental @RealBC functionality
 - Champions for the project in the organization
 - Demonstrate passion and provide motivation

- Governance Model includes a Weekly Steering Committee
 - Assistant Deputy Minister (ADM) of IWS
 - ADM of Strategic Infrastructure
 - Partner from system integrator (IBM)
 - 4 Executive Directors as Business Owners
 - Cornerstone Project Director
 - IBM Project Director
 - Director, Information Systems



- **Seven Project Streams:**
 1. Business Process Development
 2. Training
 3. Issue Management Process
 4. Data Conversion
 5. Testing
 6. Performance Tuning
 7. Business Cutover

- Executive Sponsorship – Business Owners critical to success
- Regular and frequent Steering Committee involvement
- Engage an implementer who knows the product well
- Twin model for work with implementer
- Assign full-time Business Leads to lead user teams of part-time Subject Matter Experts (SMEs)

- Change Management Team
- Define the target business processes clearly before configuration
- Develop training in modules to accommodate changes in users and roles
- Knowledge Transfer Plan from Implementation Partner to SSBC

- Steering Committee, though reduced frequency
- Working Committee
- Change Control Board to prioritize issues
- Post Go-Live training
 - Committed to ongoing in-house training
 - Overview vs transactional training
 - @RealBC is major component of successful new hire orientation

- In vendor demos be clear what is “as shipped” and what is enhanced/customized
- Understand the base functionality before deciding to configure:
 - Take training on the “as shipped” product
 - Look for ways to work with “as shipped” product

- Define business processes sufficiently to drive out volume of configuration required
- Backfill Business Leads for duration of project
- Define early the number of SMEs required and backfill their positions
- Define dedicated User Acceptance Testing team and backfill their positions

- Enterprise-wide implementation requires significant business commitment
- Commitment results in improved processes and integration
- Service improves for both internal and external customers
- Business positioned to grow and evolve