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

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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
Who We Are

- 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
What We Do

- 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
Services and Diversity

- 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:

- Prisons
- Mental Health
- Office
- Other
- Courthouses
- Ambulance Stations
- Laboratories
- Health Units

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
Role of the Business

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)
Business Lessons Learned: What worked Well

- 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
Business Lessons Learned: Post Go-Live

- 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
Business Lessons Learned: Opportunities for Improvement

- 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
Business Lessons Learned: Opportunities for Improvement

- 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