

# 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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Friday May 13, 2011

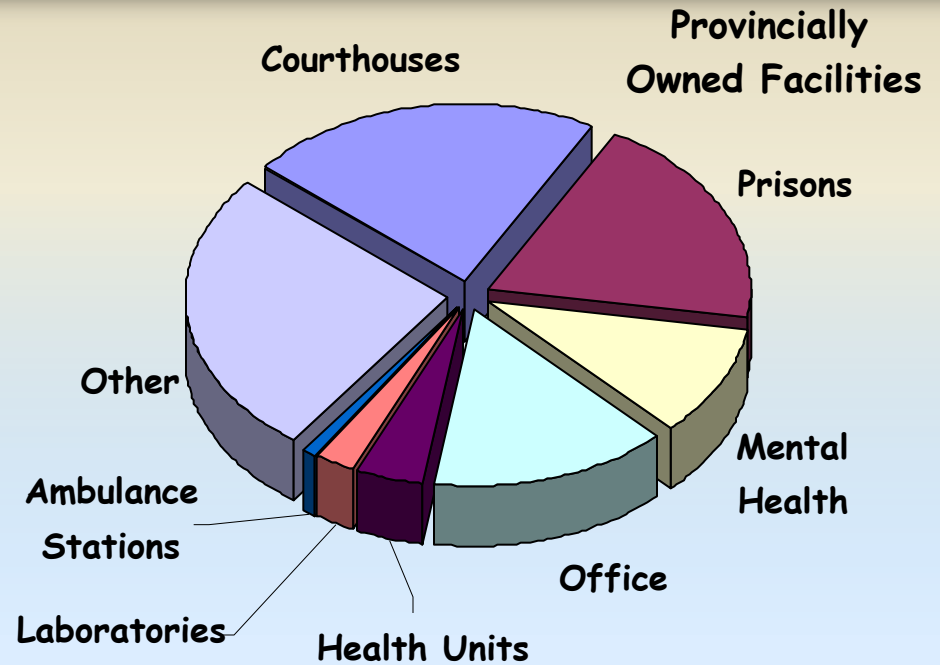
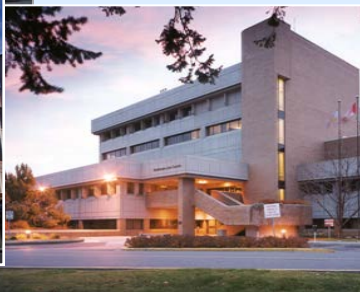
- Focus on Business Aspects of Implementation
  - Who We Are, What We Do
  - Services and Diversity
  - Project Cornerstone resulted in @RealBC
  - Role of the Business
  - Lessons Learned

- 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:**

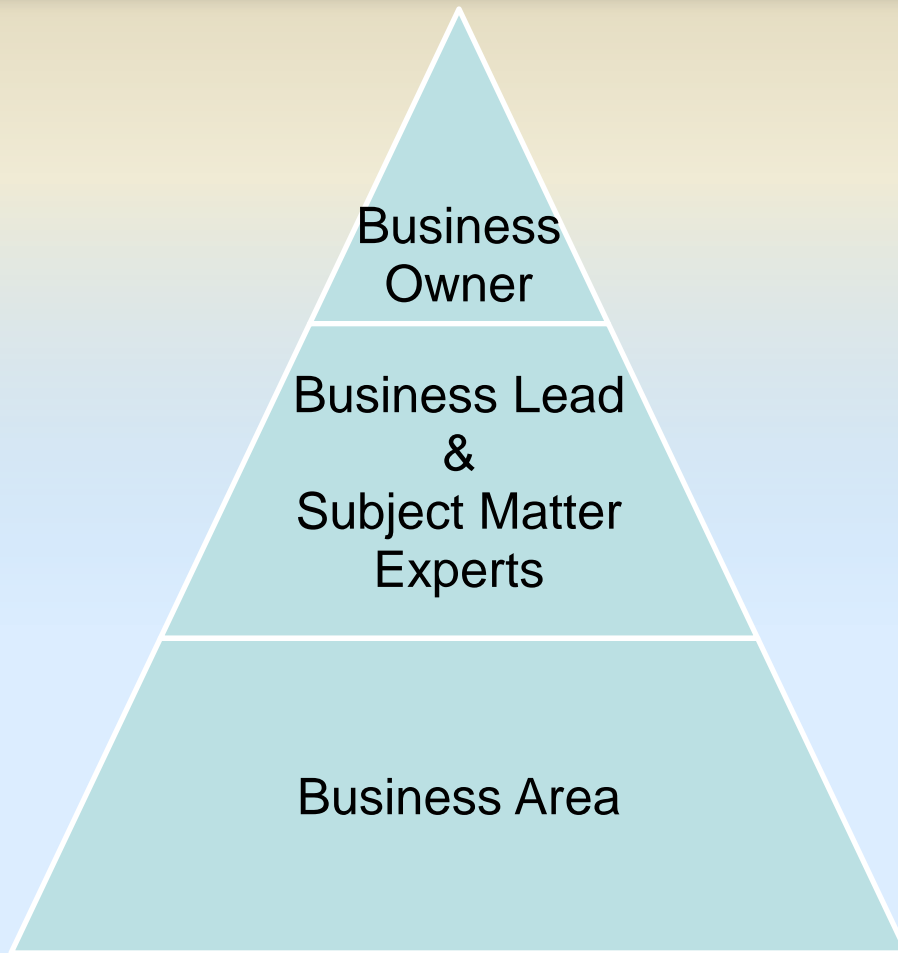


**In addition, over 1000 leases, totalling 7.4 million square feet, predominantly office space**

- 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

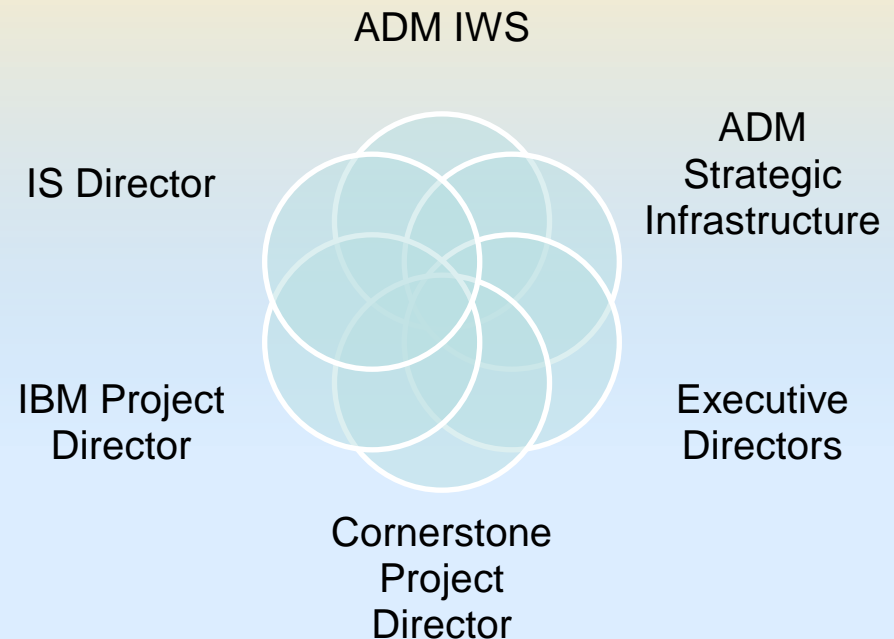




- 20 Departments were grouped into 4 business areas:
  - Business Services
  - Customer Services
  - Portfolio Services
  - Workplace Services
- Business Owner, Business Lead and Subject Matter Experts run each area

- 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