One Government

Transformation Initiatives

Kristin Stolarz, Transformation Management Office

December 6, 2018

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Agenda

Topic 1: APS Change Network

Topic 2: Workforce Impact Principles

Topic 3: Transformation Overview

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Alberta Public Service Change Network

- Purpose
  - Prepare for change
  - Support our people
  - Facilitate two-way communications
- Benefits
  - Frequent and consistent messaging
  - Issue identification and management
  - Feedback
  - Accelerated employee acceptance and commitment

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Workforce Impact Principles

- Employees will be treated in accordance with the public service values of respect, accountability, integrity and excellence.

- We will take a one government approach for fair and equitable treatment of employees across the organization.

- We will have an employee centered approach where employees interests will be considered and supports provided with the goal of ensuring employment continuity in the GoA and high levels of employee engagement.

- We will communicate in a timely, open, transparent and comprehensive manner to employees regarding changes that affect them.

- We will leverage existing employee talent information (i.e. Performance Excellence Agreements and performance assessments, learning and development plans, and succession profiles) to inform our decision making.

- We will honor agreements made through the collective bargaining process, including the social policy levers of our Government.

- When there is a transfer of resources to another organizational entity, the resources to support those resources will also be transferred. (i.e. IMIT, HR, Finance)

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Multiple Connected Changes

Transformation Overview

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Technology

Processes

Delivery

One Government Common Ways of Working

Embracing innovation and excellence in corporate services to enable the Government of Alberta to best serve Albertans

Enterprise Resource Planning (ERP)

Review and renewal

What works gets done? Who does the work?

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One Government Initiatives

	ERP Enterprise Resource Planning Implementation	**PRR** Process Review and Renewal	**IMT** IMT Governance Transformation
WHAT	One GOA-wide software for corporate functions	Modernize business processes with leading practice, enabled by a new Enterprise Resource Planning system	Sector approach to IMT decision-making and service delivery
WHY	• IMAGIS will no longer be supported • Aged system and tools • Modern technology available	• Core corporate functions are managed differently in each department • Includes management of finance, human capital, and supply chain	• Department-specific IMT decisions • Sector model enables data sharing, collaboration, reduced duplication, and cost savings
HOW	Implement a new modern cloud-based ERP system	Information gathered via workshops held with subject matter experts from across GOA	Departments grouped into sectors based on common IMT needs, led by Sector CIO under SA
WHEN	January 2017 – 2021	May 2017 – January 2019	July 2017 – February 2019
WHO	ADM Laura Wood and Shared Services Division (SA)	ADM Martin Chamberlain (SA) and Transformation Management Office	ADM Mark Brisson and Office of the Corporate CIO (SA)

The Transformation Management Office (TMO) provides support to all transformation initiatives, and leads the PRR initiative.

ADM = Assistant Deputy Minister; CIO = Corporate Information Officer;
IMT = Information Management and Technology; SA = Service Alberta

One Government Initiatives

	EIE Enterprise IT Environment	**FT** Financial Transformation	**EFA** Economic Forecasting and Analysis	**HR** Human Resources Transformation
WHAT	One GOA-wide IT infrastructure environment	One government approach to strengthen organizational capacity and financial governance across the APS	A review of functions to identify and implement leading practice for economic forecasting and analysis	One government, one employer, one HR system to ensure an integrated HR system that is relevant, effective, and cost efficient
WHY	•Different department IT infrastructure and applications •Data centres that are aging and difficult to maintain	•Provide more opportunities for consistency, people alignment, strategic capacity building and efficiencies	• Align to one GOA strategy across departments that provide economic forecasting and analysis functions that impact budget development • Improve efficiency and provide consistent information to decision makers	•Need for central guiding vision, strategy, governance, and common principles, tools and practices •Variable service levels, HR resourcing, and inconsistent experiences
HOW	Single network Single domain Three data centres	Modernize service delivery, standardize financial processes, and leverage enabling technologies	Review functions to understand the types of forecasting and analysis being done	All people and budgets for HR are brought together into one HR organization, as part of the new PSC
WHEN	September 2017 – September 2020	Winter 2019 decision	Fall 2018 decision	July 2017 – through 2019
WHO	ADM Mark Brisson and Office of the Corporate CIO (SA)	Dan Stadlwieser, Office of the Controller (TBF)	DM and ADM Steering Committees (AF, EDT, Energy, Labour, TBF)	ADM Sandra Locke, PSC

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One Government Initiatives

	FOIP Consolidation	ECM Enterprise Content Management	CPE Communications & Public Engagement
WHAT	FOIP services delivery consolidation	Understand the current state of information management across the GOA and explore enterprise solutions	Communications, Design, and marketing functions consolidation
WHY	• Supports an effective and efficient GOA-wide approach for responding to information requests • Enables the delivery and reinforcement of consistent practices • Supports the GOA's commitment to openness and transparency	• Currently 5 different systems in use across the GOA • Consistency will improve records management, increase collaboration, reduce legal risk, and strengthen readiness for information requests	• Streamline processes, share resources and reduce reliance on vendors • Modernize communications operations • Have better tools, be better communicators, and improve service to Albertans
HOW	Staff responsible for FOIP services are transferred under the leadership of Service Alberta; departments maintain decision-making authority	Conduct a market-based assessment with results used to build a government-wide ECM program	Dissolve the Public Affairs Bureau and establish the Office of Communications and Public Engagement that provides all communications services to the GOA
WHEN	Effective April 1, 2018 – Ongoing	Ongoing	July 2017 – September 2017
WHO	ADM Manon Plante and FOIP Review and Transformation Division (SA)	ADM Mark Brisson and Office of the Corporate CIO (SA)	Corey Hogan, Managing Director, Communications & Public Engagement

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ERP Transformation Program

IM Aware – Electronic Information Management

December 6, 2018

# What is Enterprise Resource Planning (ERP)?

What is Enterprise Resource Planning (ERP)?

The ERP Program is an initiative to review, improve, and transform the GoA's current ERP environment, including its business process and systems.

ERP is business process management software that allows an organization to use a system of integrated applications to manage business processes and automate functions related to finance, procurement, human resources, and more.

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Why are we embarking on our ERP Transformation now?

Today…
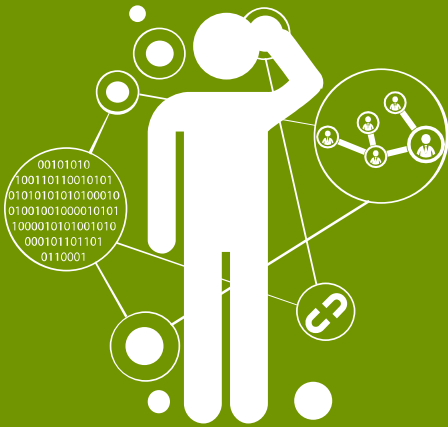
…Tomorrow

Current HR and Finance system is aged and product support is expiring.
Ministries operate using multiple systems that do the work of an ERP.
Lack of integration and aged tools cause manual workarounds that slow us down.

By working in common ways in one ERP system for enterprise processes, we will be able to work more collaboratively and focus on outcomes, providing better public service for Albertans.
Our new ERP system will bring government closer to our citizens, achieve operational excellence and spur innovation.

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What are some of the benefits to employees by implementing this new ERP?

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What are some of the benefits to employees by implementing this new ERP?

Common processes that ensure employees have the same experience regardless of where they work within government

More seamless experience for employees and those to whom we provide services

Fewer manual processes that require data entry with improved data quality

Better self-service tools for reporting and business analytics

New tools to support employees on a daily basis such as for time entry, training enrollment and mobile expense submission

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What functions are in scope for the
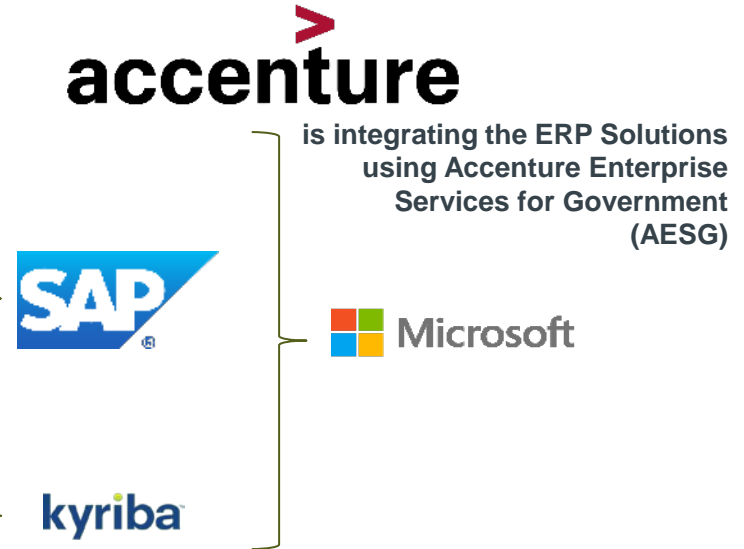ERP Transformation?

What functions are in scope for the ERP Transformation?
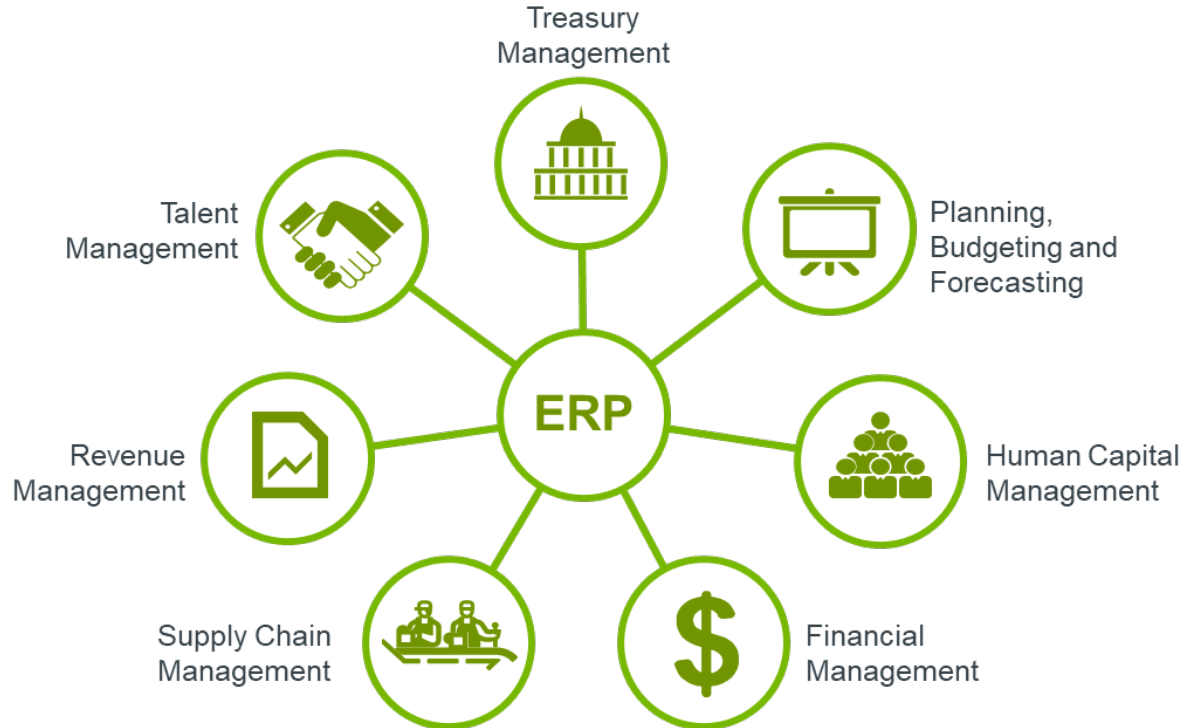
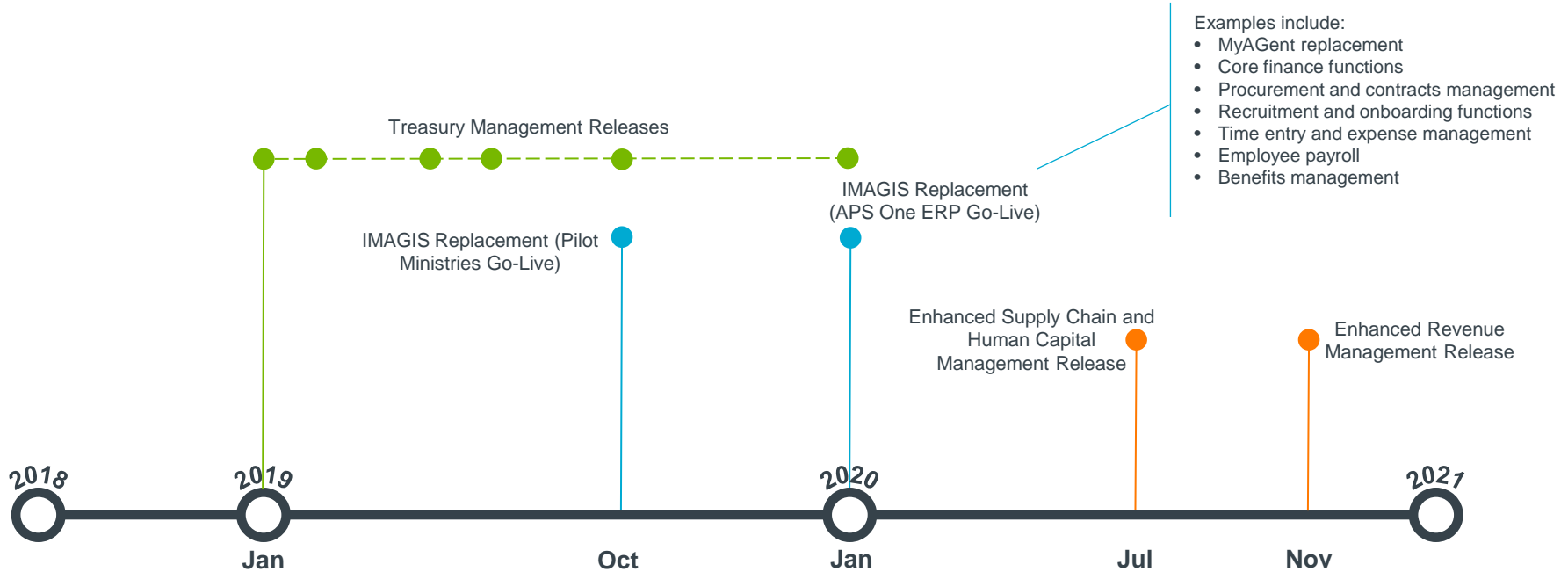# What are the technologies used for ERP?

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Functional Area	ERP Solution Tool
Finance	SAP S/4HANA; Concur
Planning & Budgeting	SAP S/4HANA; Concur
Revenue	SAP S/4HANA
Human Capital Management*	SuccessFactors
Talent Management*	SucessFactors
Supply Chain Management	Ariba
Treasury Management	Kyriba

accenture

is integrating the ERP Solutions using Accenture Enterprise Services for Government (AESG)

SAP

Microsoft

kyriba

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What is the timeline for implementing the new ERP?

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Treasury Management Releases

IMAGIS Replacement
(APS One ERP Go-Live)

IMAGIS Replacement (Pilot Ministries Go-Live)

Examples include:
- MyAGent replacement
- Core finance functions
- Procurement and contracts management
- Recruitment and onboarding functions
- Time entry and expense management
- Employee payroll
- Benefits management

Enhanced Supply Chain and Human Capital Management Release

Enhanced Revenue Management Release

2018

2019
Jan

Oct

2020
Jan

Jul

Nov

2021

13

What is the approach to managing digital information in the ERP?

What is the approach to managing digital information in the ERP?

1
Utilizing ISO 26122 standards

Involving work process analysis for records to determine business functions, activities and transactions

2
Developing a functional business classification scheme (BCS) for all information

Resulting from business activities records that are to be stored in the ERP

3
Establishing functional records retention and disposition schedules

Reducing and simplifying retention periods for records in the ERP

4
Creating a controlled vocabulary or business glossary (as required)

Allowing for common understanding of what information is contained within ERP

5
Identifying business and technical metadata

Requiring new IMT standards or guidance in some cases

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What are the most challenging aspects of ensuring effective information management in the new ERP?

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What are the most challenging aspects of ensuring effective information management in the new ERP?

1 Understanding where the master data resides and how that data is used today within and across applications to support business activities

2 Managing the complete data and information management lifecycle, particularly focusing on where retention and disposition is applied across the ERP

3 Proactively identifying those records which are under litigation or on hold as part of an active FOIP request

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What will happen to data currently residing within IMAGIS?

What will happen to data currently residing within IMAGIS?

- An evaluation of the information will be required to understand the extent by which retention and disposition schedules are currently being applied, according to business needs and legislative requirements

- Based on these findings, a strategy will be developed to help make data appropriately available, such as for reporting or analytics needs

- Where data in IMAGIS is required for the effective operation of the new ERP, partial migration of data will be carefully planned and performed

- Owners of any applications that are being decommissioned through the replacement of IMAGIS will be provided with data migration guidance by the Service Alberta Enterprise Information Management (EIM) Branch

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What is the approach to managing security and privacy in the new ERP?

What is the approach to managing security and privacy in the new ERP?

- Ultimately, the information security classification standard will be applied and monitored throughout execution of the project and going forward

- During due diligence, initial security and privacy evaluations were completed and prior to go-live, further assessments will be completed including a STRA and PIA

- A role based approach access to functionality will be taken for the new ERP, which will appropriately restrict information based on purpose for access

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Is there an Enterprise Content Management (ECM) component to the new ERP?

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- Yes, our ERP uses an SAP branded version of OpenText to manage content and records in the background

- This is a "lightweight" version of OpenText specifically designed for SAP solutions and not for more broad usage.

- By having OpenText manage data and information stored within the ERP, we are effectively enabling the application of retention and disposition schedules

- As broader GoA ECM is implemented, an integration approach will be developed

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How will the new ERP improve user workflow and use of digital forms?

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How will the new ERP improve user workflow and use of digital forms?

- An objective of the new ERP is to reduce the number of forms utilized for in-scope functions (e.g. HCM, SCM, TM, Finance) as much as possible

- If the form belongs to a process that will be automated through the system, it will be eliminated

- Preliminary review suggests that only forms involving external stakeholder or those that require original signatures will continue to be used

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Enterprise Information Management Update – December 2018

Enterprise Content Management (ECM)
- We continue to investigate how best to leverage our current investment in ECM related toolsets and resources.
- Last month we released a Request for Information (RFI) that asks proponents to submit innovative solutions on how to implement ECM within the GoA and maintain currency of the solution. Following the RFI closing date, we will conduct a series of proponent presentations based on proposals submitted. A findings review and analysis will then result in a recommended ECM solution direction by March 31, 2019.
- EIM held an update meeting earlier this week for corporate service ADMs, SCIOs, and executive director stakeholders (some of whom participated in the ECM solution planning sessions held in late 2017, early 2018).

ARTS Policy Steering Committee
- The committee has drafted the ARTS usage policy. The policy will be presented to the Deputy Minister of Service Alberta in January with a recommendation that it be sent for review by targeted stakeholders, including correspondence unit managers, ARTS prime administrators, senior records officers, and other information management and technology professionals.

Data and Information Security Classification Standard and Guide
- The standard and supporting guide have been revised, incorporating feedback from two engagement sessions held in August.
- The revised standard and guide have been circulated to SMEs for validation and additional input. Note, the classifications and their definitions have not changed.

Work Process Analysis for Information Management Standard
- A government-wide work process analysis is a required foundation for establishing and maintaining consistent organization of content across the GoA.
- A draft of this standard, which establishes a centrally controlled approach to conducting work process analysis for the GoA, is in review.

Data and Information Inventory Guidance
- A data and information inventory identifies and describes data and information, regardless of format, in the custody and/or under the control of a department.
- Feedback from an EIM branch review is being incorporated. Additional feedback from SROs, CISO and FOIP will be requested.

IM Pilot

- The IM Pilot is a collaboration between Enterprise Information Management (EIM) and the Environment and Resources Sector to standardize and enhance both IM practices and service delivery.
- There are four primary objectives for the IM Pilot:
- Develop a comprehensive set of IM services that meet the business requirements of the departments within the Environment and Resources IMT Sector
- Implement an IM service delivery model with clear accountabilities that leverages the IMT sector model to effectively incorporate IM, data management, records management and knowledge management.
- Enhance IM maturity to reduce potential risk (e.g., by establishing access controls to ensure that data and information is only accessible to the right people at the right time).
- Create a model that can be implemented by other IMT Sectors across the GoA.

IM Community Announcements

Provincial Archives of Alberta

- PAA's Your Archives, Your Project presentation series continues. Tomorrow from 1:00-2:30 pm explore some of the unexpected records found at the PAA.
- In the new year, learn what records the PAA has and how they can help you answer your questions though specific examples like overseas taxation & Gainers Ltd. (January 28 and April 8 from 10:30 to noon)
- On February 22, hear from the PAA's conservators about how the Archives preserves records and how you can too
- On March 6, learn about PAA's partnership with the Francophone Secretariat and how partnerships like this benefit the PAA.
- And finally in May, discover the visual history of our province – date/time to be determined. For more information and to register for the sessions, please contact them via email GR_reference@gov.ab.ca.

IMT Advisor Newsletter

- Published by the SA Client Relationship Management team, the monthly IMT Advisor Newsletter is distributed to many teams within the IMT community.
- The newsletter contains helpful advice on a wide range of topics from the IMT perspective including enterprise software upgrades, updates on major initiatives like unified communications, and a whole host of other information.
- If you are interested in being added to the distribution list, you can contact the team via email SA.SMClientRelationshipManagement.gov.ab.ca. As this newsletter is for a GoA audience, you must have a gov.ab.ca email address to subscribe. SROs from ABCs can access the newsletter via their SharePoint site.