



# **Enterprise Planning and Governance Government of Canada**

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**Patricia Sauvé-McCuan**  
Assistant Comptroller General, Financial Management Transformation

# Overview

- Operating as One Enterprise
- Government of Canada Enterprise Today
- Enterprise Governance Model
- Government of Canada Business Transformation - Back Office
- Financial Management Transformation
- Path Forward

**The journey so far.**

# Operating as One Enterprise

**Common Processes**  
CHRBP's, FMBP's

**Shared Services**  
Creation of Shared Services Canada

**Federal Budget**  
Whole-of-government approaches for transforming administrative functions

**President of the Treasury Board**  
We are determined to shift departments away from owning and operating different systems that meet similar back office needs. This will free up resources that can be reinvested in modernized applications. My intention is to have government act more like the enterprise it truly is. Identify common issues, develop a roadmap, and work with the private sector to implement new solutions.

**22<sup>nd</sup> Annual Report to the Prime Minister on the Public Service of Canada**  
What we do to manage the Public Service must translate into better and faster service, and more integrated and aligned operations



**Pay Admin Transformation**

**Federal Budget**  
Streamline, consolidate and standardize administrative functions and operations

**Federal Budget**  
Leaner and more efficient government to return to balanced budgets

**Destination 2020**  
A whole-of-government approach that enhances service delivery and value for money.

**The direction is clear.**

# Government of Canada Enterprise Today

- Experience has been initiative based:
  - Shared Services Canada
  - Pay/Pension
  - HR Modernization
  - Shared Travel
  - Open Government
  - Web Renewal
- Lessons learned:
  - End-to-end process consideration and ownership is required; can't be done in isolation from a service delivery perspective.
  - Need for sustained leadership and momentum; cross government leadership.
  - Required culture shift and change capacity must be considered and actively managed.
  - Need for higher level of integration to remove duplication.
  - Cannot be driven from IT decisions.

**Applying what we've learned.**

# Areas of Focus

- **Service Delivery**

- User-centric; Client-First Service Delivery Strategy.
- Disruptive forces; Cloud computing, mobile devices and Web platforms are transforming the way we communicate, collaborate, and share information.
- Adopt new technologies that consolidate common platforms and deliver better services more efficiently.
- Organizations within the government must become more outward looking and work together to adopt an enterprise focus.
- Service delivery strategy; look at options: Cloud, sourcing strategies.

- **Governance**

- Make decisions at the Enterprise level; horizontal perspective; consideration of departmental risks and impacts.

- **Align in-flight efforts**

- Ensure the success of projects underway; align investments.
- Consider “stacked” impacts on departments

- **Optimize enterprise**

- Design strategies with an enterprise lens referencing lessons learned to shape how we go forward.
- Focus on “user” perspective.

**Shaping the future – laying the foundation for a strong enterprise.**

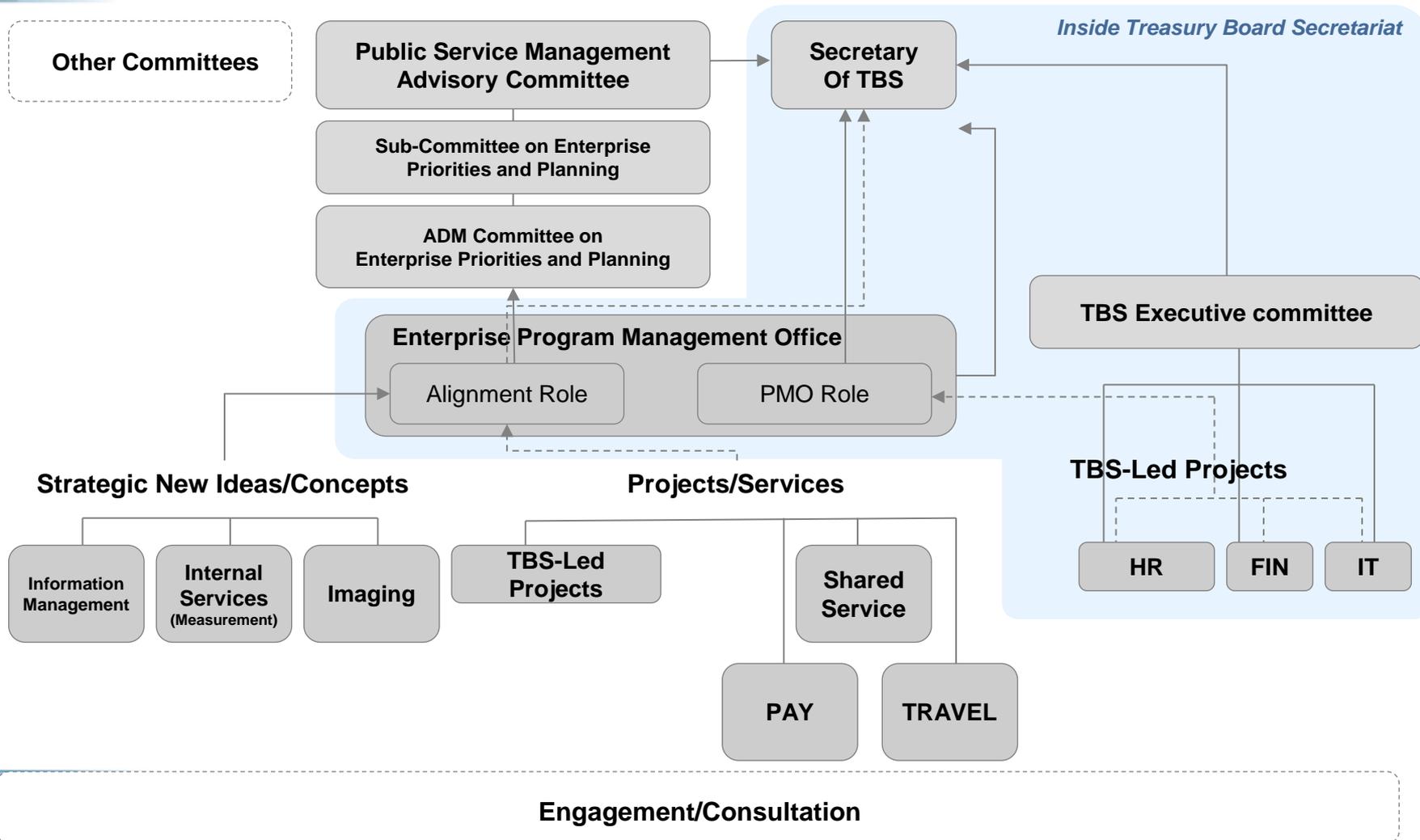


# Role of Treasury Board Secretariat (TBS) in GC Transformation

- TBS is the GC “Management Board” – leadership to ensure alignment, consideration of broader GC Enterprise Transformation initiatives.
- Leadership for GC Back Office Transformation initiatives for Human Resources, Financial Management, Information Management and Interoperability; functional leadership.
- Revised 2015-16 Program Alignment Architecture (PAA) includes two new sub-programs under GC-Wide Programs Design and Delivery:
  - Government-Wide Operations.
  - Transformation Leadership.

# Enterprise Governance Model

## Business and Back Office Transformation



# Back Office Business Transformation

- Enterprise approach to transforming the back office where HR, FM and IM information, services and systems over the long term yield significant value.
- Originally three separate programs.
- Adopted integrated approach.
- Managed as a portfolio from an enterprise perspective.
- Outcomes:
  - Information is managed as an enterprise asset.
  - Modernized services and enabling culture.
  - Fewer, less costly systems.
  - More responsive administrative services, reduced business risk.

**Act As One: Starting to operate as an enterprise.**

# Financial Management Transformation (FMT)

**Vision: evolve and modernize the financial management function across the GC in order to:**

- Enable CFOs and their FM functions to provide higher-value services and advice to programs and decision makers; timely accurate financial and resource management information;
- Streamlined financial services; efficient and effective FM systems environment;
- Fewer systems; streamlined systems support.

**Target Business Outcomes:**

Better  
Information for  
decision  
making

Enhanced  
financial and  
resource  
management  
services

More efficient  
financial  
management  
services

Reduce on-  
going costs of  
supporting  
financial  
management  
systems

Increased  
value-for-  
money from on-  
going  
investments

# FMT Priorities

1

## **GC FM Business Model (Business Architecture)**

- Understand the Business of Government in relation to Financial Management.
- Develop target-state model for FM across government, to help guide and manage transformation.

2

## **Enterprise Reporting (Data & Information)**

- Gather information needs for decision making, across all stakeholders.
- Develop Target Information Model that will identify needs for decision making.
- Implement Data Transformation Capability (DTC).
- Develop approach to create consistent GC-wide information.

3

## **Investment Alignment**

- Eliminate duplicative investments.
- Align efforts and investments.
- Leverage investments for GC enterprise outcomes.

4

## **Enterprise System Direction and Service Models (GC Enterprise Solution, Less Complex Organizations, GC Configuration)**

- Through governance, configuration management.
- Design and oversight of FM systems' service.
- Sourcing strategy to engage private sector.
- Provide services at the functional level.

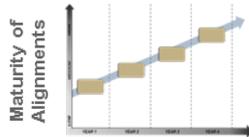
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## **FM/HR Interoperability**

- Identify links between HR and Finance.
- Understand the flow of information between HR and Finance systems and process.

# Advancing FMT

## INVESTMENT ALIGNMENT



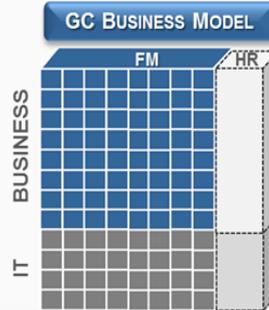
- Reduce duplicate investments
- Match making
- Provide guidance

### 3 Parts:

- 1 Review the GC Business Model for information that can help align
- 2 Conduct the alignment of investments
- 3 Produce advice that corrects misalignments and can be incorporated into the GC Business Model for subsequent evaluations and designs

### Understanding the Business of Government

- Requirements Management
- Understand Enterprise & Departmental Information Needs

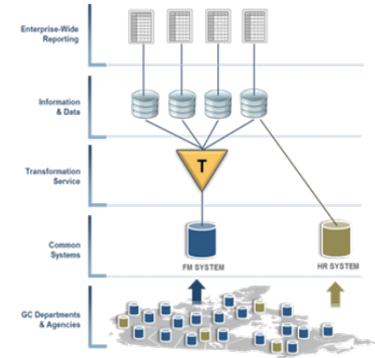


## ENTERPRISE INFORMATION REPORTING & ANALYTICS

- Target Information Model (TIM) – supports GC reporting and processing requirements in a standard way

- EIRA Operational Pilot
  - EMS – Org. ID
  - Vendors

- Implementation of an EIRA Solution

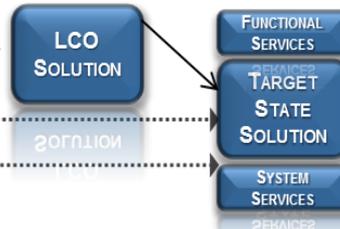


## GC ENTERPRISE SOLUTION

- High Level Intended Use – Guidance
  - Enterprise and Master Data Structures
  - Complete GC Blueprint for target state model
  - Design Service Strategy



*Issue Notice of Intent to designate GC FM System as a mandatory Enterprise Service*



## FM & HR INTEGRATION

### Define Vision and Strategy

- What are the needs, problems, opportunities?
- Where can we save effort and increase quality and completeness of data?
- Create a strategy/roadmap for increasing the effectiveness and efficiency of HR-Finance Integration.

- Combined BI Target Architecture
- Integrated Target Information Model
- Integrated Process/Work Flow Models (e.g. Salary Forecasting Tool)

# Path Forward

## **Create “enterprise”**

- Clarity of direction and target outcomes.

## **Make enterprise initiatives work better today**

- Lessons learned.
- Manage change and culture shift that is required.
- Transformation roadmap.

## **Manage as enterprise**

- Understand R&R for Enterprise (Business Owner, Service Providers, Departments).
- Create Enterprise Architecture – starting with understanding the business and complexities of government down to enablement of systems.
- GC-wide accountability.
- Governance and decision-making.
- Tools and enablers.

## **Engage the private sector**

- Sourcing strategies to bring expertise to solution design and execution; examine options to provide required services; Cloud considerations.
- Co-innovation agreement with SAP.