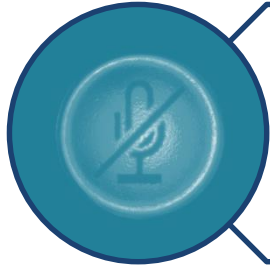**Digital Comptrollership Program**

Overview of Business Process Owners (BPO)

November 18th, 2020

MS Teams Meeting Protocols

Please mute your audio when you are not speaking

When you have a question, please use the raise hand button or add a comment

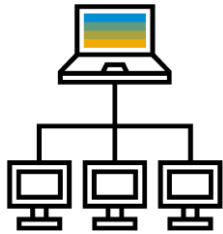When asking a question, please say your name, role and agency or department

Agenda

1. Overview of the DCP

2. Introduction to the BPO Team

3. BPO Responsibilities

4. Timelines

5. Question

Overview of the DCP

Digital Comptrollership Program - Background

Systems

The GC operates more than 50 departmental financial management systems which are **BUILT ON LEGACY** and **OUTDATED** technology

Cost

Our systems are **HIGHLY CUSTOMIZED**, causing increased operation costs and slowing the pace of innovation with a lack of synergies for business outcomes

Data

Data is stored in **MANY LOCATIONS** and it's diffi... consolidate to deliver timely, consistent data m... reporting a very **MANUAL** process

DCP Vision

"The DCP is creating a future in which "digital controllership" can harness innovation and technology to reimagine capabilities, business processes and policies, fundamentally transform its role, and provide more and more insightful and strategic support to the organization."
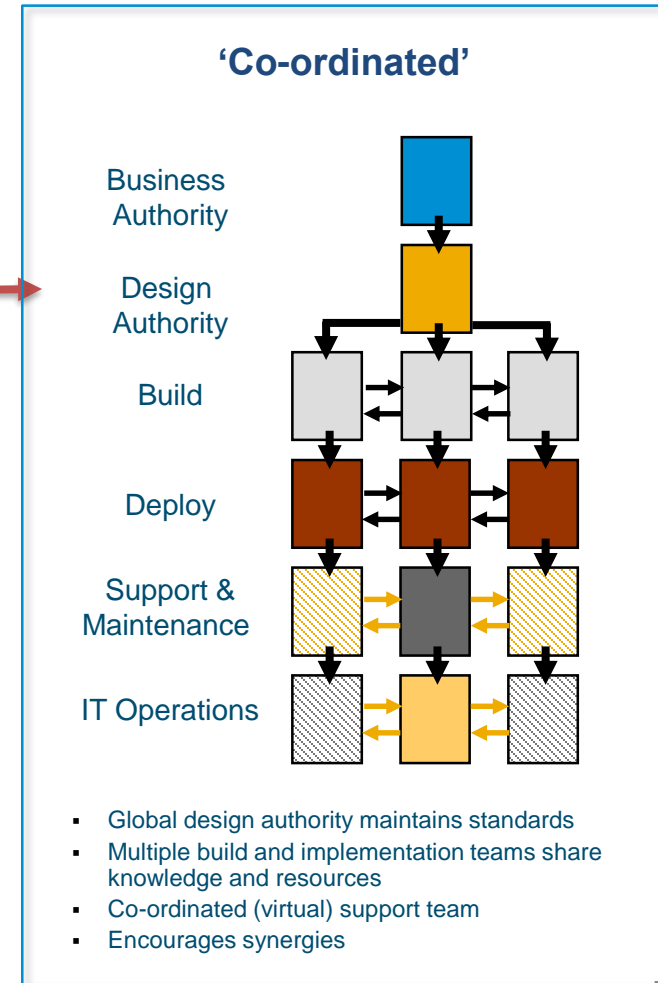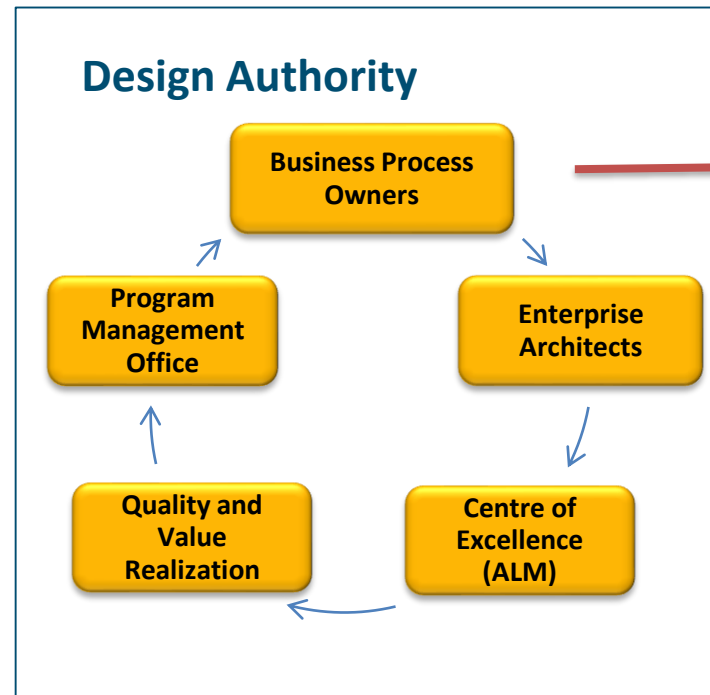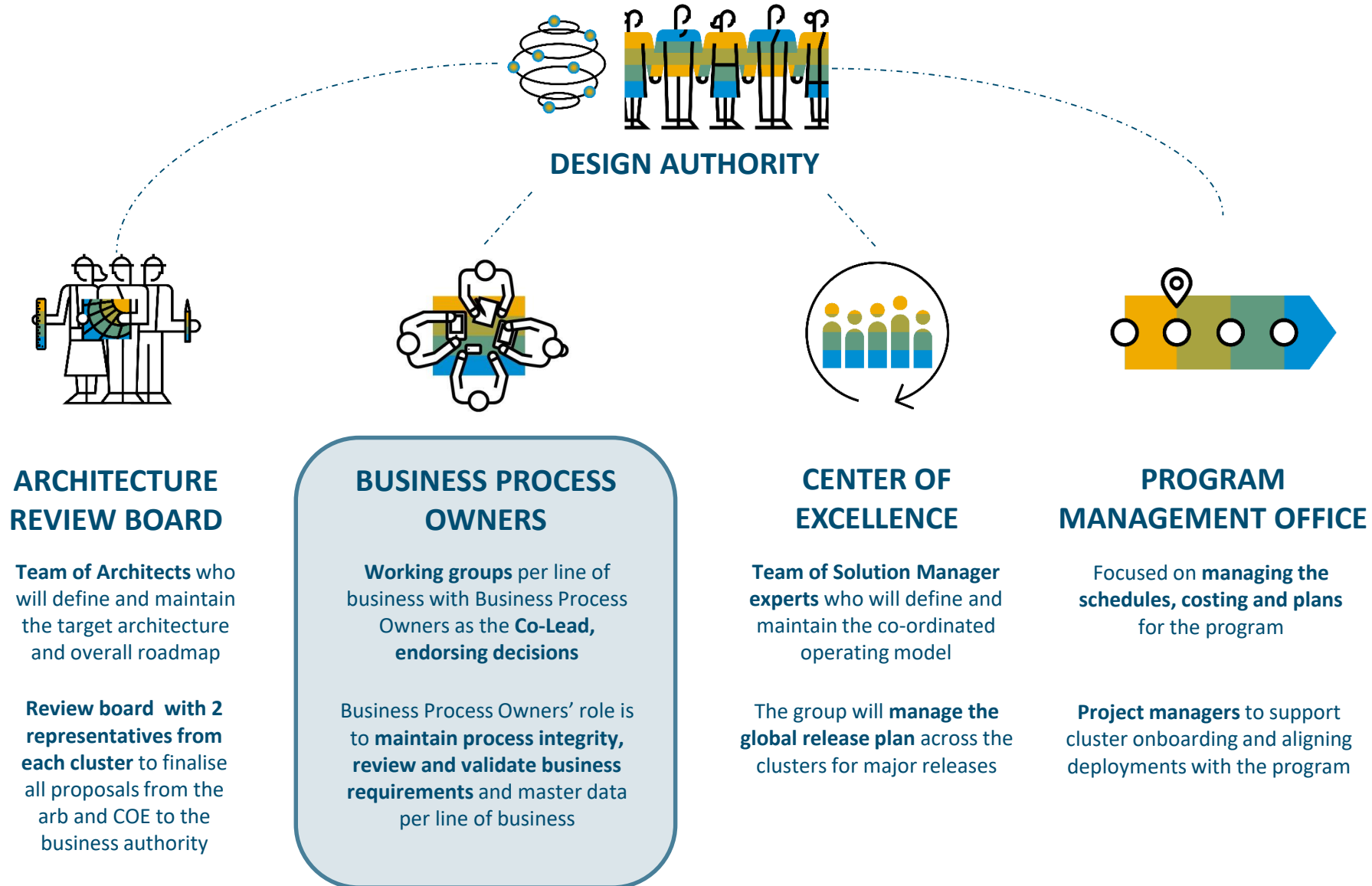
Lower total cost of ownership

Faster time to value

Increase operational efficiency

Co-ordinated Model

To ensure success, DCP is adopting a co-ordinated model that will focus on business value and operate from a business authority down.

Design Authority

- Business Process Owners
- Enterprise Architects
- Centre of Excellence (ALM)
- Quality and Value Realization
- Program Management Office

'Co-ordinated'

- Business Authority
- Design Authority
- Build
- Deploy
- Support & Maintenance
- IT Operations

- Global design authority maintains standards
- Multiple build and implementation teams share knowledge and resources
- Co-ordinated (virtual) support team
- Encourages synergies

Design Authority

DESIGN AUTHORITY

ARCHITECTURE REVIEW BOARD

Team of Architects who will define and maintain the target architecture and overall roadmap

Review board with 2 representatives from each cluster to finalise all proposals from the arb and COE to the business authority

BUSINESS PROCESS OWNERS

Working groups per line of business with Business Process Owners as the **Co-Lead, endorsing decisions**

Business Process Owners' role is to **maintain process integrity, review and validate business requirements** and master data per line of business

CENTER OF EXCELLENCE

Team of Solution Manager experts who will define and maintain the co-ordinated operating model

The group will **manage the global release plan** across the clusters for major releases

PROGRAM MANAGEMENT OFFICE

Focused on **managing the schedules, costing and plans** for the program

Project managers to support cluster onboarding and aligning deployments with the program

Introduction to the BPO Team

Business Streams Today

Finance and Budget
- DCP BPO SME -Jocelyne Bédard

Asset Management
- DCP BPO – To be Determined

Procurement
- DCP BPO SME - Karina Wieser

Real Property
- DCP BPO – Robin Giggey

Human Resources
- DCP BPO SME – Syed Abidi

Non-taxable Revenue
- DCP BPO – To be Determined

Analytics
- DCP BPO – To be Determined

DCP BPO Lead
- SAP BPO –Pablo Sebastian

Supported by SAP counterparts
during Program establishment

Ex. BPO Community – Finance and Budget
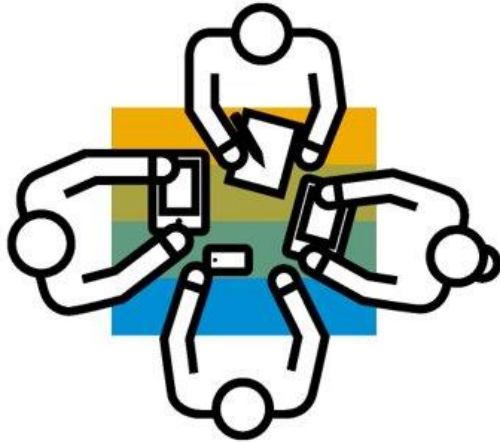
Finance and Budget

BPO Co-Leads
Monique Arnold & Sophie Bainbridge

DCP BPO SME
Jocelyne Bédard

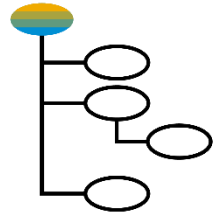DCP BPO SAP Analyst
Philippe Daudre-Vignier

Cluster SME

Cluster Business Owner

BPO Responsibilities

Supporting the GC Digital Core

Business Process Governance

➤ Analyze new business requirements
➤ Endorsement
➤ Maintain documentation
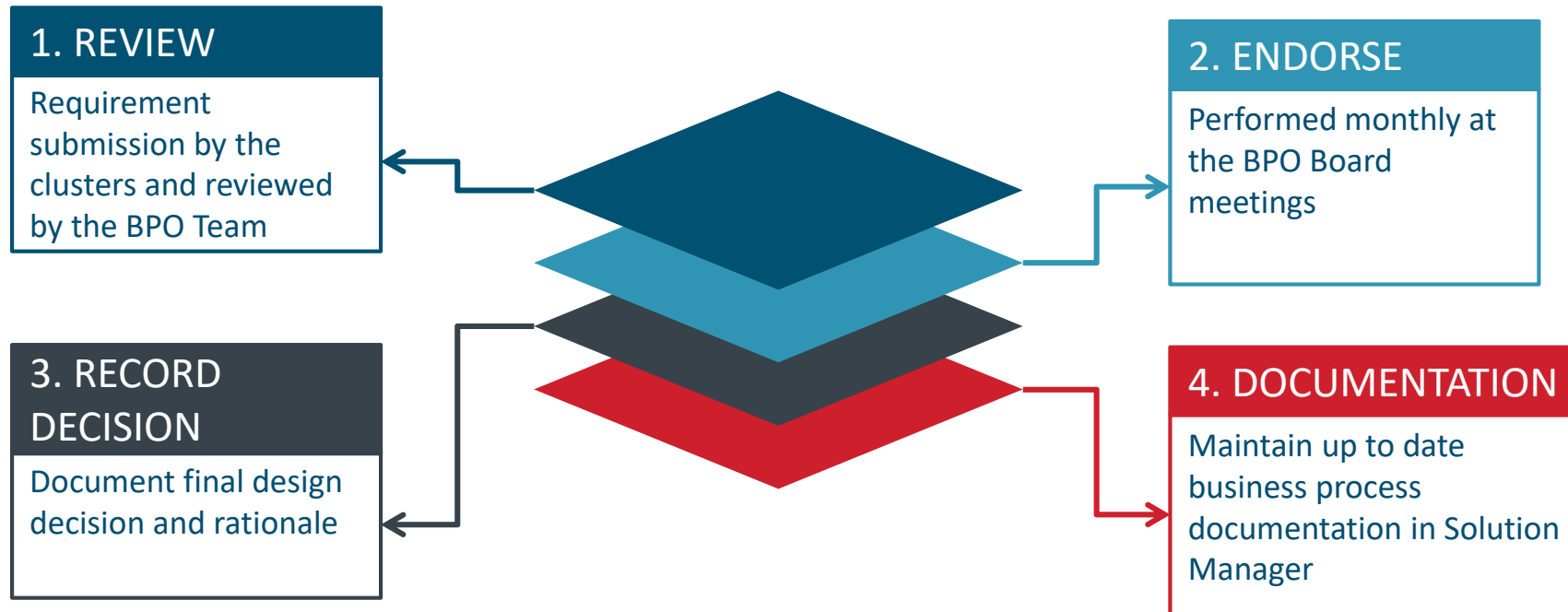
Departmental Support

➤ Request Management
➤ Training

Continuous improvement

➤ Explore new SAP functionalities
➤ Process improvements
➤ Departmental surveys

Business Process Governance

Co-ordinated management of new business requirements

1. REVIEW

Requirement submission by the clusters and reviewed by the BPO Team

2. ENDORSE

Performed monthly at the BPO Board meetings

3. RECORD DECISION

Document final design decision and rationale

4. DOCUMENTATION

Maintain up to date business process documentation in Solution Manager

Business Process Owner Board (BPO Board)

Cadence

Monthly or as required during implementation

Duration

2 hours
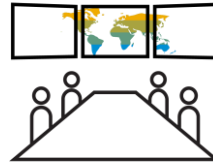
Audience

BPOB members by stream

Agenda

- Approve or reject changes to the GC Digital Core based on new requirements
- Create working groups for requirements and innovation work
- Discuss upcoming changes in the policy that will affect the GC Digital Core

Business Process Owner Board (BPO Board)

BPO Community

TBS Policy Shop

DC-ARB Technical Architect

DC-ARB Solution Architect

CoE Member

Training Representative

BPO Community

- BPO Co-Lead
- DCP BPO SME
- DCP BPO SAP Finance and Budget Analyst
- Cluster SME
- Cluster Business Owner
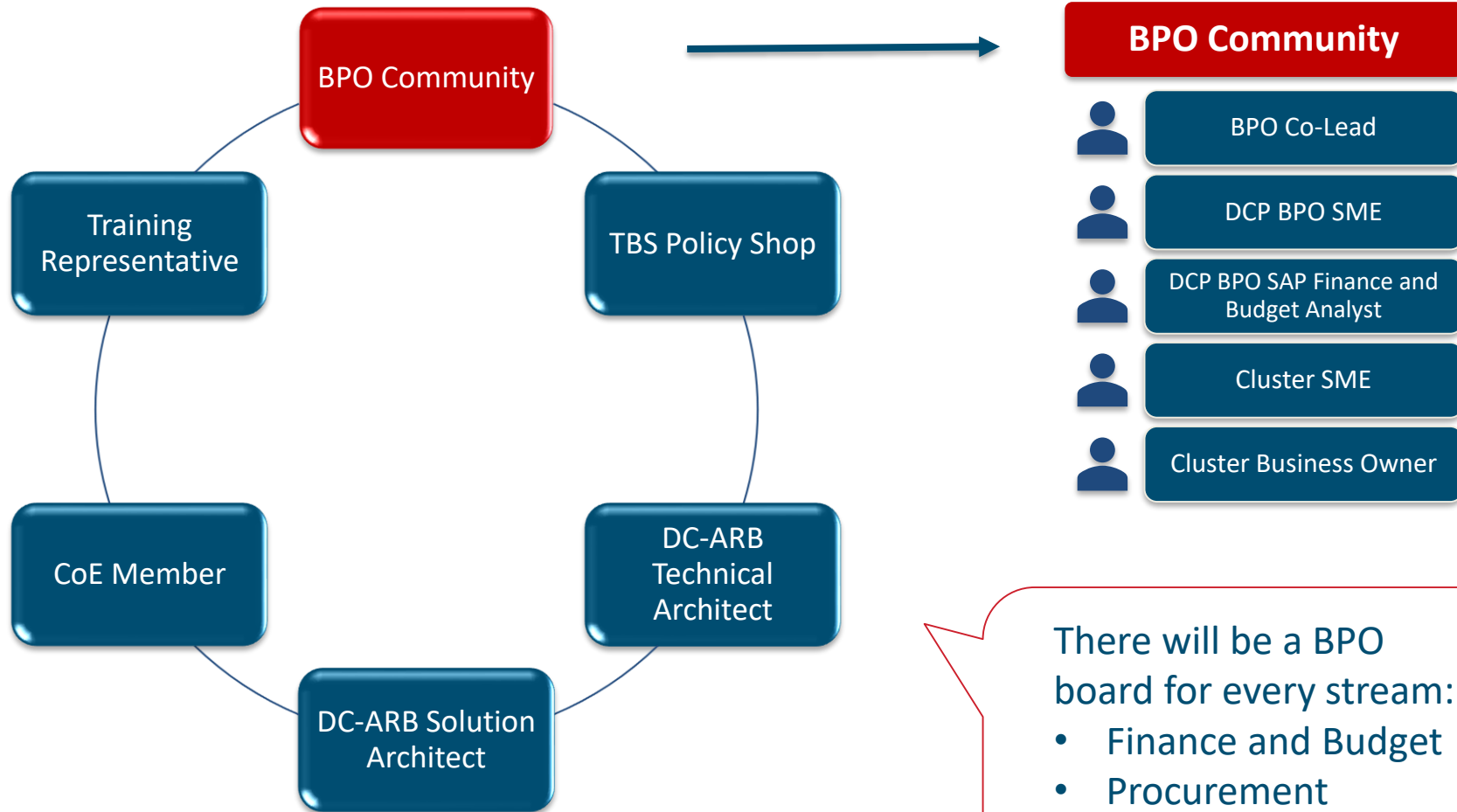
There will be a BPO board for every stream:
- Finance and Budget
- Procurement
- Human Resources

Business Process Owner Co-Leads

- Leadership starting to take shape

Working Groups	Co-Lead	Co-Lead
Finance and Budget *	Monique Arnold, PSPC	Sophie Bainbridge, GAC
Financial Planning and Analysis	Michelle Baron, ISED	Shirley Carruthers, GAC
Project and Portfolio Management	Johanne Diotte, NRC	Dwayne Ross, RCMP
Travel and Expense Management	Hongchao Wang, HC	Karoline Poiré, IRCC
Real Estate Management	Denis Lemieux, PSPC	Elizabeth Tough, GAC
Grants Management	Paula Hadden-Jokiel, ISC	
Procurement, Materials Management *	Karine Paré, ISED	Jimmy Fecteau, CBSA
Non-taxable Revenue	Johanne Diotte, NRC	
Asset Management	Davina Brown, PC	
Human Resources *		
Receiver General	Jeffrey Lay, PSPC RG Treasury	

Departmental Support

Support will be provided to the clusters in the following areas:

Request Management
Business process defects and information requests

Training
Support on new functionalities for the GC Digital Core

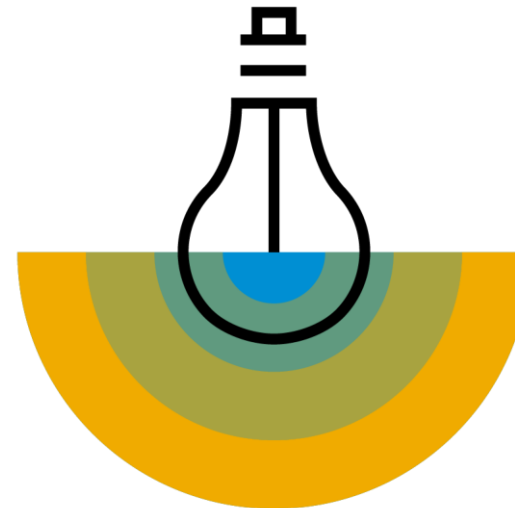
How can we help you?

Continuous Improvement

Part of the Business Process Owner Board mandate is to drive innovation for the Digital Comptrollership Program.

Innovation
Empowerment on additional relevant SAP functionalities that will drive business process efficiency and innovation

Departmental Surveys
Yearly surveys to seek out process inefficiencies for continuous improvement

BPO Timelines

Accomplishments to date…

Program endorsed by GC EARB

Winter 2021

Fall 2020

Summer 2020

Spring 2020

Established Team Structure

BPO Board - Terms of Reference

BPO Operational Procedures

Assessed BCM definition

Established Collaboration Model with DFO

Aligned BPH to DFO Processes

Business Capability Model (BCM)

Finance and Budget
- Accounting and Financial Close
- Accounts Payable
- Accounts Receivable
- Asset Accounting
- Financial Planning and Analysis
- Funds Management
- Portfolio and Project Management
- Treasury Management
- Travel Expense Management
- Grants Management
- Real Estate Management
- Salary Forecasting
- Enterprise Risk and Compliance

Procurement
- Supplier Data Management
- Operational Procurement
- Sourcing
- Catalog Management
- Contract Management
- Invoice Management
- Spend Analysis
- Collaborative Networking

Non-taxable Revenue
- Customer Data Management
- Revenue Management
- Order Management
- Billing
- Credit Management

Human Resources
- Organisational Management
- Personnel Administration
- Payroll
- Talent Management
- Time and Attendance
- People Analytics
- Delegated Signatories
- Defence Organizational Management

Asset Management
- Asset Master Record
- Asset Operations and Maintenance
- Asset Insights
- Environment, Health, and Safety
- Defence Maintenance & Configuration
- Defence Operational Readiness

Manufacturing
- Bill of Materials
- Production Planning
- Production Execution
- Quality Management

Materials Management
- Material Master Record
- Core Inventory Management

Application Platform
- Application Platform
- Content, Collaboration and Output Management
- Interface Management
- Process Management and Integration
- User Experience
- Security
- Access and Identity Management

Supply Chain Management
- Business Planning
- Warehouse Management
- Transportation Management
- Yard Logistics
- Defense Supply & Replenishment

IT Management
- Application Lifecycle Management
- IT Infrastructure Management

Analytics and Reporting
- Business Intelligence
- Planning and Analysis
- Operational Reporting
- Predictive Analytics
- Machine Learning Services
- Enterprise Data Warehouse
- Robotic Process Automation

Database and Data Management
- Information Governance
- Data Quality
- Master Data Management
- Data Migration and Replication

Note: Some working groups mapped to Level 1, some to Level 2 BCM

Legend | Level 1 | Level 2

Business Process Hierarchy (BPH)

The business process hierarchy (BPH) for DCP has been finalized. All the business processes from the GC Digital Core will be maintained in the BPH and will be available and updated in Solution Manager

Level 1 (Corporate Function) → Ex. Finance and Budget

Level 2 (**Business Unit Function**) → Ex. Accounting and Financial Close

Level 3 (Scenario) → Ex. General ledger

Level 4 (Process) → Ex. Maintain GL A/C Master Data

Level 5 (Process step): → Ex. Manage G/L Account Master Data

Level 1 and Level 2 processes from the BPH align with the Business Capability Model

Business Process Hierarchy

Where are we now...

Spring 2020

Summer 2020

Fall 2020

Winter 2021

Finalization of Business Process Diagrams

Continuous alignment on BPH

Empowerment on SAP Functionality

Business Process Diagrams

Next Steps...

Spring 2020

Summer 2020

Fall 2020

Winter 2021
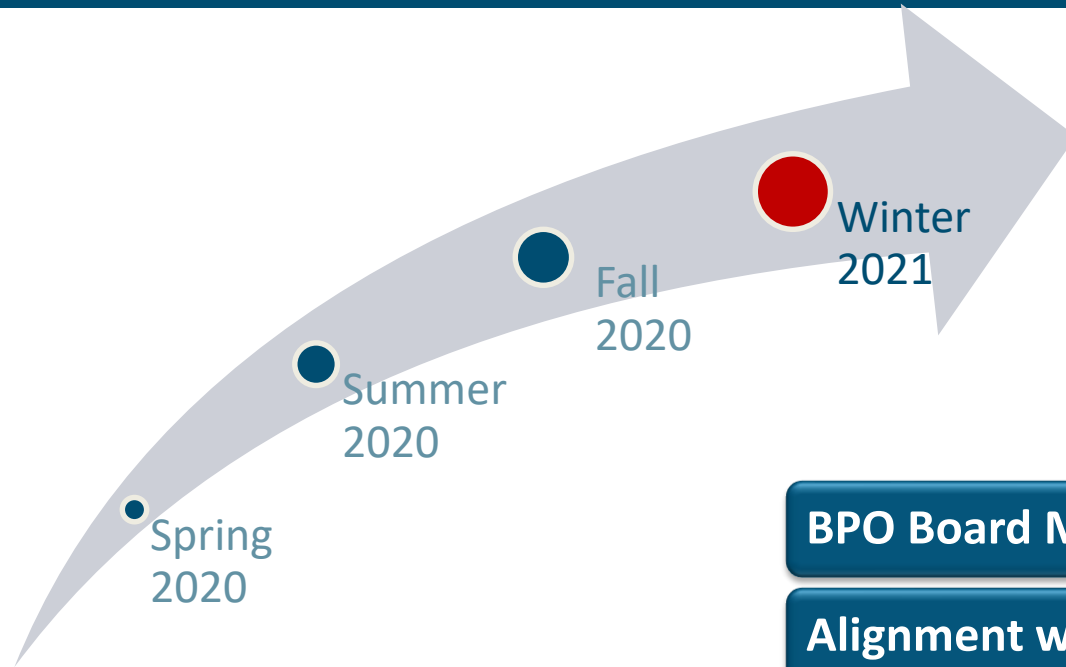
BPO Board Meeting – Kick off

Alignment with Value Realization

Coordinate Discovery Sessions

Participate in Fit to Standard Workshops

Endorse and record design

Collaboration Opportunities

Lend your cluster perspective!

Any Questions?