Context

• The University of Ottawa, a proud U15 member, has grown in both enrolment and in research production: it counts 43,000 students and manages a $300M research budget.

• The University has outlined ambitious goals for 2030, which includes being part of the top 5 research universities in Canada.

• Both internal and external factors have led to the need to change the delivery of administrative services at the University.

• The delivery of Finance and Human Resources (HR) services to faculties and services as well as to senior management no longer meet stakeholder requirements (Faculty/Services, Professors, Senior Management, Employees).

• Key priorities have been identified. They align with the review initial goals and the University overall aspirations. These include:
  – **Finance**: Plan-to-perform, record-to-report, acquire-to-retire, and research grants and contracts.
  – **HR**: Refining HR roles and the service delivery model, workforce planning, and talent acquisition.

• A renewed Finance and Faculty Relations service delivery model should be pursued through technology and the adoption of leading practices.

• A four-year transformation roadmap is provided in this report, underpinned by a core enterprise resource planning system (ERP) transition and further enabled by the adoption of new technologies and leading business practices in Finance and HR.

• Key enablers underpinning the transformation roadmap will be necessary to drive results.
The Case for Change

Internal factors such as aspirations for the future, stakeholder needs and aging technology are driving the case for change.

INABILITY TO MEET CURRENT STAKEHOLDER NEEDS

- **Professors and Researchers**
  - Data and information to manage research budgets
  - Timely hiring of research support
  - Timely processing of expenditures
- **Senior Management**
  - Data to manage University-wide risks including financial, reputational, and legal
  - Strategic objectives orientation through enabling policies
- **Faculty and Service leaders (CAOs, Deans, Directors)**
  - Support and data to manage unit budgets
  - Delivery of core unit mandates versus transactional HR and Finance functions
- **All employees**
  - Reception of timely and accurate responses to service queries

FRAGMENTED SYSTEMS WITH LIMITED CORE ENTERPRISE RESOURCES PLANNING (ERP) SYSTEM CAPABILITY

The University has adopted numerous systems over time that were not fully integrated, resulting in poor reporting, double entries, and limited automation potential.

The core enterprise resource planning (ERP) system was implemented in 2006. It was recently updated, but still has limitations. Modern enterprise resources planning technologies provide a more robust user experience, integrated data models, and mobile experiences that cannot be achieved with the existing technology.

TRANSFORMATION 2030 IS DRIVING THE NEED FOR CHANGE

Of the six aspirations established for 2030, the following three will impact the Finance and HR transformation

**Talented and Dedicated Staff**

- As an employer of choice, the University must provide leading employee experiences enabled by simplified digital experiences.
- Staff must be leveraged to provide their highest value contributions by automating low value tasks.

**Effective Governance**

- Good governance starts with effective, data-driven decision-making, requiring robust data governance and integrated systems.
- Administrative services must provide value to the end-users, and not only satisfy administrative needs.

**Cutting-Edge Research**

- Promoting interdisciplinary research requires policies and systems that are flexible and standardized across the University to allow research to take place across organizational units.
- The administration must support researchers.
External Trends and Pressures

A number of macro trends impact the need for the University’s Finance and HR functions to deliver higher quality outcomes.

Government Direction

Governments are increasingly asking for outcome measures to justify continued investments in Higher Education—the recent provincial budget announced tying 25% of base funding to outcomes. They are also expecting that institutions will proactively invest in innovative ways of working to drive greater value for university stakeholders. This creates an imperative for Finance and HR functions to drive efforts related to outcome and impact measurement, strong stewardship and justified business cases, and overall performance management.

Emerging Stakeholder Expectations

Administrative staff, professors, and researchers all expect that their experiences from other service providers can be replicated when at work. Whether it’s processing mobile transactions on a banking app, or chatting with an airline through text messages, stakeholders are becoming increasingly accustomed to digital interactions. Organizations across industries are struggling with bridging the gap between consumer experience and workplace experience. The University is not immune from this expectation gap, especially as it depends on strong bilingual talent attraction and retention to prosper.

Changing Technology

Technology has evolved in a way that allows organizations to take advantage of data and talent previously only available to large multinational corporations. Automation, machine learning, data analytics, cloud, and mobiles are just a few trends that impact the ability for organizations to act faster, smarter, and more effectively. The University has an opportunity to leverage these technologies to meet information needs, reposition talent to high-value areas, and streamline the experience of a broad and diverse stakeholder base.

Competitive Pressures

Competition amongst Higher Education institutions is not just limited to Ontario or Canada—it is global. Universities across the world are adopting leading technologies and business practices to be more efficient, and create better stakeholder experiences. Researchers who can get better service and support from a competitor can and will choose to funnel research dollars externally. Top talent who want to be exposed to leading ways of doing business will choose to evaluate the marketplace.
PROJECT APPROACH
Project Scope and Objectives
(1 of 2)
The scope of this engagement was a high-level review of Finance and HR, which led to recommendations on process and policy, organization and people, as well as information and systems.

1. Processes and policies
   – A policy framework that provides a standardized and controlled environment to execute finance and HR processes.
     • e.g., effort allocation, metrics

2. Organization and people
   – A Finance and HR organization with the appropriate structure and capabilities to deliver Finance and HR processes
     • e.g., Functional role, capabilities, knowledge transition

3. Information and systems
   – Technology and information infrastructure to enable and support Finance and HR processes
     • e.g., finance system architecture, Chart of Accounts, and data requirements
# Project Scope and Objectives

## FINANCE SCOPE
- Record-to-Report
- Order-to-Cash
- Plan-to-Perform
- Treasury
- Acquire-to-Retire
- Endowments, Donations and Bursaries
- Procure-to-Pay
- Research Grants and Contracts

## HR SCOPE
- Operating Model Health Check/HR Roles
- HR Strategy
- Talent Acquisition and Faculty Recruitment
- Workforce Planning
- Payroll
- Succession Planning

## PROJECT OBJECTIVES
- Greater **visibility of information** to facilitate evidence-based decision-making
- Improved **efficiency and effectiveness**
- Refined **controls and compliance**
- Enhanced **service levels** to internal and external stakeholders
Having reviewed all available data and documentation, we held a series of interviews and workshops to better understand and assess the Current State.

Following the consultations, we developed the Current State Report, revised it as needed, and conducted a full day HR Design Lab.

Then, we held a Finance Design Lab as well as a second HR Design Lab, the outcomes of which fed into this Final Report.

“In terms of proficiency and training – everyone is doing their best but there is an overall lack of tools and standardization.”

“This is not just a system transformation. This is not just an IT issue. We want to put in place best HR practices and a culture transformation.”

“To succeed with this transformation we are going to need to be bold and courageous. For this to work we need to be aligned, and quick. If we are, then we can focus more on training, education, and research.”
CURRENT STATE FINDINGS
Themes Emerging from the Current State Assessment

A number of key themes that will help improve the Finance and HR service delivery emerged from the current state challenges and opportunities review.

**Talent misalignment**
- The depth and breadth of Finance and HR skill set is highly variable across business units.
- Finance and HR generalists and specialists are located inconsistently across business units.

**Inconsistent support models**
- The way various users are supported in their business needs can be dependent on historical support arrangements.
- Ways to obtain support from Finance and HR are confusing to end-users.

**Limited information strategy**
Although the use of disparate systems contributes to challenges in obtaining timely and accurate data, the information/data needs of University key users have not been formally defined (e.g., information needs of deans, compared to those of CAOs or service directors).

**Disparate and inadequate Finance and HR systems**
Over the years, several unique solutions to meet our business needs and the current ERP system limitations have been built/acquired; however, the full perspective of key integration points and requirements has not been clearly defined.

**Process inefficiency and variability**
- Administrative processes can vary greatly from one unit to another and have many exceptions.
- In some cases, a large number of stakeholders create multiple hand-offs, approval points, and re-keying, resulting in lag times.
Finance Key Process Pain Points Summary

Our workshops led to the identification of pain points that exist within the current state of in-scope processes. Below are some of the pain points identified.

Plan-to-Perform
- Planning activities across the University are not well integrated, and the link into budgeting and costing is inconsistent.
- Access to information is difficult due to the use of multiple disparate systems and sources, which then need to be pieced together manually (e.g., SIS, Banner, HR, etc.).
- Effort is disproportionately allocated to gathering/cleansing data (85%) vs. performing analysis (15%).

Procure-to-Pay
- The use of multiple, unintegrated systems leads to an increase in user error and complexity (e.g., SciQuest and Banner PO paths, Sciquest AP module deficiencies, etc.).
- As contract information is decentralized, it is not always available when issues concerning the contract arise.

Record-to-Report
- There is no clear list of documented principles or rules for how and when to add or edit the chart of accounts.
- The use of subledgers is limited, so faculties have modified core general ledger (GL) accounts to support customized reporting needs. This impacts the ability to roll up information at a central level for analysis (e.g., expense type analysis).

Endowment, Donation, and Bursary
- Due to the use of several unintegrated systems, data is stored in several places, adding time to the process and causing variances.
- There is a lack of formal and consistent communication between stakeholders, leading to a lack of clarity.

Acquire-to-Retire
- There is no formal centralized asset inventory or major research equipment inventory.
- The current fixed asset inventory is based on aggregate category levels with no visibility into individual assets. This impacts the ability to appropriately track acquisitions and disposals, affecting book and depreciated values.
- Business casing practices are not standardized as part of the capital planning process.

Order-to-Cash
- Customer and credit policies are not standardized, and there is no master source of customer data to help with inquiries or validations.
- Fragmented collection processes result in limited visibility and potential losses as well as the ability to report proactively.

Research Grants and Contracts Administration
- The level of support and tools available to manage research and contract grants can be highly variable across the University. This issue relates to the underlying weakness in reporting across the University.
- Research administration support and processes vary between faculties, resulting in inconsistent experiences for researchers (particularly those conducting interdisciplinary research).
Priorities for Finance Based on Maturity Gaps
A number of key themes emerged from the review of the current state challenges and opportunities to improve finance service delivery.

**FINANCE MATURITY ASSESSMENT**

**PRIORITY AREA IMPLICATIONS**

**Record-to-Report**
As effective governance and stewardship are part of Transformation 2030, the University must adopt leading practices as it relates to institutional accounting, financial close, and regulatory/statutory reporting. These processes should facilitate the stewardship of strong data sets to support other priority areas.

**Plan-to-Perform**
Prioritize the ability to leverage multiple data sets to inform decision-making. In addition, strong and integrated planning processes must be in place to mitigate risks across research, operating, and capital functions. Finally, end-users expect timely accurate information to facilitate operational decisions.

**Acquire-to-Retire**
The University is a capital asset intensive institution in both infrastructure and research activity. New capability must be established in Financial Resources to track asset inventory, forecast major expenditures, and support financially viable capital plans.

**Procure-to-Pay**
As procurement is one area which impacts a large number of stakeholders and multiple processes, the University is seeking to become a leading “buying” organization. This means clear/simple policy, streamlined processes, and integrated technology.

The above four areas should consider their impacts on research to streamline the research experience. This includes a renewal of research technology and greater integration between research related functions (RMS, Finance, and Faculties).
Summary of Current State Maturity and Challenges

A number of key themes emerged from the review around current state challenges and opportunities to improve HR service delivery.

### HR MATURITY ASSESSMENT

<table>
<thead>
<tr>
<th>Service Delivery Model Roles *</th>
<th>Developing</th>
<th>Intermediate</th>
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<tr>
<td>Faculty / Service</td>
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<th>HR Strategy Alignment</th>
<th>Developing</th>
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<th>Workforce Planning</th>
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<th>Succession Planning</th>
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<th>Employee Engagement</th>
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<th>Payroll</th>
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<th>Intermediate</th>
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<td>X</td>
</tr>
<tr>
<td>Faculty / Service</td>
<td>O</td>
<td>X</td>
</tr>
</tbody>
</table>

O – Current State Assessment  
X – Future State Assessment

* No feedback was provided by Faculty / Service representatives

### KEY CHALLENGES

- The overall HR strategy and vision are in a development stage given the recent adoption of a refined vision and service delivery model.
- New HR Service Delivery Model continues to mature towards the original design: Centres of Expertise (COE) and Human Resources Business Partners (HRBP) roles are still highly involved in transactions, and HRBP are still on the learning curve.
  - HR function representatives are not properly equipped to provide added value services to HR customers. *Detailed current state issues were provided in the current state report provided on March 27, 2019.*
  - HR processes are highly manual due to a lack of integration and system functionality, generating data integrity issues.
- HR expertise does exist (COE) but cross-University benefits are not consistently achieved:
  - Programs are not developed due to a lack of capacity.
  - COE expertise is not systematically solicited to help improve a process.
- HR Processes are either decentralized, or shared between central level and faculties/services, making the operating model unclear for HR stakeholders and customers and generating inconsistent practices across the University.
- Lack of accountability of certain faculties/services towards HR customers regarding process execution generates additional workload for HR, inconsistent practices, and grievances risk due to a lack of compliance.
- The talent programs offering is missing and there is no common approach nor available talent data to address talent gaps.
HR AND FINANCE FUTURE STATE
Identifying a Future State for the Finance and HR functions for through Design Labs

The Future State Labs had three key sequential goals: summarize current challenges and areas of focus in line with industry trends, explore the art of the possible, and prioritize focus areas to anchor Finance and HR at uOttawa for the next few years.

1. **Art of the possible**
   In the initial stage of the Lab, the group discussed the Finance and HR vision, and explored a series of Digital Trends, presenting the Art of the Possible and Key Case Studies around **Shared Services, Enterprise Resource Planning (ERP), Robotic Process Automation (RPA)**, and **Analytics and Visualization Systems**.

2. **Recommendation choices**
   Then, we co-created principles to drive transformation choices, and co-prioritized key recommendations for change. This included tactical process level changes as well as key service delivery choices.

3. **Roadmap and next steps**
   To close the Lab, we established key groups of initiatives that were prioritized for the roadmap moving forward.
Summary of Future State Priorities for Finance and HR

A number of key themes emerged from the review around current state challenges and opportunities to improve Finance and HR service delivery.

FINANCE

Record-to-Report
As effective governance and stewardship are both part of Transformation 2030, the University must adopt leading practices as they relate to institutional accounting, financial close cycle, and regulatory/statutory reporting. These processes should facilitate the stewardship of strong and timely data sets that will, in turn, support other priority areas.

Plan-to-Perform
A new system must prioritize the ability to leverage multiple data sets to inform decision-making. In addition, strong and integrated planning processes must be in place to mitigate risks across research, operating, and capital functions. Finally, end-users expect timely accurate information to facilitate operational decisions.

Acquire-to-Retire
The University is a capital asset intensive institution in both infrastructure and research activity. New capabilities must be established in Finance to track asset inventory, forecast major expenditures, avoid risks and support financially viable capital plans.

Procure-to-Pay
As procurement is one area that impacts a large number of stakeholders, as well as multiple processes, the University is looking to become a leading “buying” organization. This means clear and simple policy, streamlined processes, and integrated technology.

HUMAN RESOURCES

Operating Model Health Check/HR Roles
In order to realize the benefits of the new HR service model, there must be a focus on refining roles and responsibilities between HRBPs, HR Managers, the COEs and end-users. A clear interaction model between HR, Faculty Relations and Faculties/Services is required to simplify end-user experiences.

Workforce Planning
To support the core objective of “providing greater visibility of information”, the University must prioritize establishing processes, tools, and talent to gather workforce data for both academic and non-academic staff. This includes developing a picture of the entire workforce including full-time, part-time, contractual, and student staff.

Talent Acquisition and Faculty Recruitment
Strong, bilingual talent is a key success factor in the achievement of the University’s strategic goal of being the world’s largest English-French bilingual University. In that regard, talent acquisition must become a core competency of the HR function in providing end-to-end support for administrative staff, and supporting (or in partnership with) Faculty Relations with the academic staff (for acquisition strategies, CBA compliance, and alignment with diversity and inclusion).
New Finance Service Delivery Model

In order for the University to shift Finance activities toward more catalytic and strategic focused functions, it will be necessary to change the way the work is done and where it is done.

As part of the Finance Design Lab, stakeholders provided input as to which key Finance activities should be delivered locally and centrally as demonstrated below.

<table>
<thead>
<tr>
<th>Delivery type</th>
<th>Implications</th>
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</thead>
<tbody>
<tr>
<td><strong>Local – Transactional</strong></td>
<td>Inventory management should reside at the Faculty/Service level given the unique requirements for each area.</td>
</tr>
<tr>
<td><strong>Local – Strategic</strong></td>
<td>The degree of support for these functions is inconsistent across the University. A finance business partnering model is recommended to provide consistent support across Faculties/Services. The finance business partners will be embedded in each area, while at the same time reporting to Financial Resources to allow for similar skillsets, leveraging University-wide tools and driving to institutional objectives.</td>
</tr>
<tr>
<td><strong>Transaction processing hub</strong></td>
<td>Heavy transactional activities with significant opportunity to standardize delivery across the University.</td>
</tr>
<tr>
<td><strong>Centres of Excellence (COE)</strong></td>
<td>These functions currently exist; however, they will require further role definition, and a refined model of interaction between the COEs and users across the University.</td>
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</table>

### Method of Adding Value

<table>
<thead>
<tr>
<th>Low Cost/ Defined Service Level</th>
<th>Knowledge Transfer/ Management Involvement</th>
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</thead>
<tbody>
<tr>
<td><strong>Local – Transactional</strong></td>
<td>• Operational Planning</td>
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<tr>
<td></td>
<td>• Budgeting (based on central tools/templates)</td>
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<tr>
<td></td>
<td>• Forecasting (based on central tools/templates)</td>
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<tr>
<td></td>
<td>• Management Reporting</td>
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<tr>
<td></td>
<td>• Procurement (lower dollar value based on policy)</td>
</tr>
<tr>
<td><strong>Local – Strategic</strong></td>
<td>• Performance Measurement</td>
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<tr>
<td></td>
<td>• Strategic Sourcing</td>
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<tr>
<td></td>
<td>• Procurement</td>
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<td>• Budgeting</td>
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<td>• Forecasting</td>
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</table>

### Transaction Processing Hub

- Accounts Receivables
- Accounts Payables
- Fixed Asset Accounting
- General Accounting
- T&E
- Treasury Administration
- P-card
- Research Grants & Contracts set-up, reporting, close

### Centers of Excellence (COE)

- Financial Close & Consolidation
- Reporting (Statutory, Regulatory, Management)
- Endowments Management
- Tax Accounting
- Treasury (Management, Administration)
- Business Case Review
- Financial Planning
- Capital Planning

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As of [insert date], the University of Ottawa's institution code is 000500.
Modernizing Service Delivery for Finance

A renewed service delivery model enabled by technology and leading practices should be pursued with activities organized based on the previous slide framework.

**CORE MODEL**

<table>
<thead>
<tr>
<th>Centres of Excellence</th>
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<tbody>
<tr>
<td>Treasury</td>
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<tr>
<td>Procurement</td>
</tr>
<tr>
<td>Research Administration</td>
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<tr>
<td>Planning, Budgeting, Forecasting</td>
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<tr>
<td>Regulatory/Statutory Reporting</td>
</tr>
</tbody>
</table>

**Transaction Hub**

- Accounts Payable
- Accounts Receivable
- Fixed Assets
- T&E / P-Card
- Treasury Administration

**Finance Business Partners**

- E.g., Researcher, Faculty
- E.g., Project Manager, Department Manager
- E.g., CAO, Budget Manager, Dean

**ENABLING TECHNOLOGIES**

- **Foundational technologies**
  - Document and workflow
  - Service and performance
  - Collaboration
  - Financial management
  - Service desk
  - Cybersecurity
  - GRC tools

- **Emerging technologies**
  - Robotic process automation (RPA)
  - Artificial intelligence

- **Aspirational technologies**
  - Blockchain
  - Cognitive computing
  - In memory

A modernized service delivery model is required to achieve the goals of streamlined, efficient, and consistent service to stakeholders including:

1. **Establishing a transactional hub** which leverages leading practices in processes, maximizes the use of technology, and standardizes the experience for faculty and staff.

2. **Creating strong finance business partners** who work hand-in-hand with Faculty and Service leaders to provide strategic financial guidance relating budgets, operational and capital planning. The business partners also act as a conduit towards more specialized services as and when required.

3. **Formalizing centres of excellence** around specialized finance functions such as research, treasury, regulatory reporting, etc. These functions should focus on high value analytical work with as much of their transactional duties shifted to the transaction hub.

4. **Optimizing the use of modern technology** to streamline and automate work, while creating seamless, user-centred experiences for faculty and staff across the University.
GUIDING PRINCIPLES FOR TRANSFORMATION
# Harmonized Guiding Principles for Finance and HR Transformation

The following guiding principles were developed by combining the results of independent Finance and HR Design Labs, Steering Committee workshops and validation by the University leadership.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
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<tbody>
<tr>
<td>Optimize, automate, and simplify to reduce administrative burden</td>
<td>Seek to simplify and automate processes with the goal of reducing administrative burden on staff, faculty, and researchers</td>
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<tr>
<td>Increase standardization while designing through user-centred principles</td>
<td>Standardize back-end processes with tailored, user-friendly front-end approaches for recognized segments of users</td>
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<tr>
<td>Prioritize transparency and enhance access to accurate data</td>
<td>Foster an inclusive culture driven by data transparency during and at the end of the transformation</td>
</tr>
<tr>
<td>Maximize the use of our human capital</td>
<td>Focus human intervention on value-added activities while looking to challenge or automate manual/repetitive tasks</td>
</tr>
<tr>
<td>Demonstrate ambition and alignment with Transformation 2030</td>
<td>Ensure outcomes aligned with the objectives of Transformation 2030 while seeking to set new performance benchmarks in Higher Education</td>
</tr>
</tbody>
</table>
# Finance and HR Guiding Principles

The following guiding principles were developed by combining the results of independent Finance and HR Design Labs, Steering Committee workshops and validation by University leadership.

## PRINCIPLES DEVELOPED THROUGH FINANCE SESSIONS

- Be a standard for Higher Education in the digital world
- Standardize at every opportunity
- Enable our people to use their strengths
- Be user-centred, agile, and data driven
- Foster growth through human capital and automation

## PRINCIPLES DEVELOPED THROUGH HR SESSIONS

- Minimize administrative burdens through optimization and simplification
- Align transformation initiatives with the objectives of Transformation 2030
- Tailor intake processes to the needs of the groups that HR serves and standardize administrative processes
- Automate processes with leading and emerging technology
- Enable access to timely and accurate data for decision-making
- Apply user-centred design principles when developing solutions
- Enable transparency and inclusiveness to foster engagement among and between stakeholder groups
TRANSFORMATION ROADMAP
Proposed Transformation Roadmap

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<td><strong>OA1 Program Governance</strong></td>
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<td><strong>OA2 Change Management and Training</strong></td>
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<td><strong>OA3 System Architecture and Application Strategy</strong></td>
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<td><strong>OA4 HR and Finance System Implementation</strong></td>
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<td><strong>OA5 AI and RPA</strong></td>
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<td><strong>OA6 Data Governance and Analytics</strong></td>
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<td><strong>FIN1 Finance Business Partner and Analytical Insights</strong></td>
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<td><strong>FIN2 Service Model Transition</strong></td>
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<td><strong>FIN3 Roles and Approvals Definitions</strong></td>
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<td><strong>FIN4 Chart of Accounts Redesign, Finance Information Model Design</strong></td>
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<td><strong>FIN5 Build/Enhance New Capabilities</strong></td>
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<td><strong>FIN6 Planning, Budgeting, Forecasting</strong></td>
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<td><strong>FIN7 Procurement Optimization</strong></td>
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<td><strong>FIN8 Research and Grants Management</strong></td>
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**Notes**

- OA5 should be aligned with the existing data governance initiative underway.
- The University should inventory existing projects underway which may impact the overall transformation and consider opportunities for alignment. A common governance for all transformation initiatives to create a portfolio will support alignment.
Roadmap Assumptions

The proposed roadmap is based on a number of key assumptions. In order to activate the transformation, a more detailed plan with explicitly assigned roles and responsibilities will be required.

1. The start date is set as August 1, 2019, to allow for readiness and setup activities during the summer months.
2. Many of the “Pre-ERP” initiatives will contribute to reducing efforts, risks and overall timeline of the ERP implementation and will support the notion of engaging key stakeholders early in the transformation process.
3. The precise timing and sequence of tasks will ultimately depend on University capacity, budget, risk tolerance, technical solutions selected, other ongoing or committed initiatives that might compete for resources required to transform, adoption of change, etc.
4. It is assumed that the core ERP implementation will be supported by a third-party system integrator; however, related activities will be led and executed by the University with third-party support requirements determined as part of developing the overall resource and staffing model for the overall transformation.
# Project Charter – Overall

<table>
<thead>
<tr>
<th>Project</th>
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<tbody>
<tr>
<td>OA1 – Program Governance</td>
<td>This project will establish the Program and Change Management Office (PCMO), establish the communication plan, define success criteria and plan the subsequent projects and establish overall governance and clear terms of reference.</td>
</tr>
<tr>
<td>OA2 – Change Management and Training</td>
<td>This project will focus on identifying stakeholders for each project, their communication needs and provide overall stakeholder communication materials. It will also lead to the establishment of a Change Champion Network to promote ownership and engagement throughout the various projects and finally design and coordinate all training needs.</td>
</tr>
<tr>
<td>OA3 – System Architecture and Application Strategy</td>
<td>This project will measure the scope of the solution proposed changes, including reviewing existing applications to determine which are in scope for update/replacement and determine the strategy related to delivering core business functionality versus providing reporting and analytics capability. Ultimately, this project should lead to an updated IT Strategy for all of the projects.</td>
</tr>
<tr>
<td>OA4 – Enterprise Resource Planning (ERP) System Replacement</td>
<td>This project will lead to the implementation of a new ERP for the University and involves collecting requirements, identifying implementation partners and technology vendors, selecting a uOttawa team (including training and backfill) and conducting the design and pre-implementation of the new ERP.</td>
</tr>
<tr>
<td>OA5 – AI, Robotics and Process Automation</td>
<td>This initiative seeks to leverage artificial intelligence (AI), robotics and process automation to quickly automate high-volume transactions, while building the uOttawa expertise. The goal is to identify key process that require immediate attention, that can be automated, and that add value regardless of an ERP conversion. A proof of concept should be established on a small scale before being presented to key stakeholders and staff and expanded to more complex processes. Ultimately, these tools will also be leveraged post-ERP implementation to address any additional opportunities not addressed by the new ERP.</td>
</tr>
<tr>
<td>OA6 – Data Governance and Analytics</td>
<td>This project will set up a Data Governance Council and Data Stewards for key areas, select and implement technology requirements, develop and implement a change management and awareness campaign and finally standardize and refine processes regarding data entry, maintenance, retention and disposal.</td>
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<tr>
<td>FIN1 – Finance Business Partners Foundation &amp; Analytical Insights</td>
<td>This project will develop an increased sense of partnership between Financial Resources and Business Partners. It will also clearly define the role of the business partner in supporting the Faculty/Service, and result in the creation of standardized dashboards for academic and non-academic areas.</td>
</tr>
<tr>
<td>FIN2 – Service Model Transition</td>
<td>This project will focus on establishing a renewed service delivery model for financial activities including setting up a transactional hub, further stabilizing the finance business partner role, and formalizing centres of excellence (COE). It will define the organizational structure, process, and technology that will support the interaction of the new model with end-users.</td>
</tr>
<tr>
<td>FIN3 – Roles and Approvals Definitions</td>
<td>This project will define roles and responsibilities for stakeholders involved in finance processes. Additionally, it will standardize the decision authorities and steps to obtain approvals and sign-off authority. Parallel to this, Financial Resources will distribute ongoing informative communications, and training modules will be designed and delivered to stakeholders.</td>
</tr>
<tr>
<td>FIN4 – Chart of Accounts Redesign</td>
<td>This project will begin with the documentation of principles used for managing COA changes, and the collection of key Faculties/Services decision requirements for reporting and analysis purposes. Then, data related to decision-making will be identified, evaluated, and cleaned up in an effort to eliminate multiple or unnecessary accounts.</td>
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<tr>
<td>FIN5 – New Capabilities</td>
<td>This initiative relates to developing new capabilities within Finance such as robust fixed assets and equipment tracking, project accounting, and accounts receivable. These capabilities will feed into the overall service delivery model including the transactional hub and COE.</td>
</tr>
<tr>
<td>FIN6 – Planning, Budgeting, Forecasting</td>
<td>This project will define the core services and roles of planning functions including, Financial Resources, Financial Planning, Faculty/Service Management. It will also seek to improve integration between the strategic plan, academic plan, research budgets, asset management lifecycle, and capital assets. Operational plans will be defined. Finally, it will look at enabling all processes through a new budgeting and planning software based on the enterprise ressources planning (ERP) system selection and scope.</td>
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<tr>
<td>FIN7 – Procurement Optimization</td>
<td>This project will serve to optimize procurement processes, including a PCard Integration, and a series of “quick fixes” for SciQuest. Additionally, analysis will be carried out on whether uOttawa will leverage a new accounts payable (AP) module as a part of the new ERP, or to continue to enhance SciQuest AP and integrate it with the new ERP.</td>
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<tr>
<td>FIN8 – Research and Grants</td>
<td>This project will streamline the management and support of research and grants, including technology, processes and integration between units. A key element will be determining whether the existing technology will be used for support.</td>
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## Project Charter – HR Function

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<tr>
<td>HR1 – HR Governance</td>
<td>This project will serve to ensure that HR function roles are clearly defined, responsibilities and accountability are understood, and decisions are positioned at the appropriate level and assigned to the correct roles.</td>
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<tr>
<td>HR2 – Strengthening Employee Services</td>
<td>This project will begin by expanding on the current Employee Services Model by reorganizing current activities around specialized pools of services. The model will then be redesigned to become more user-oriented and efficient, as the HR Employee Services capabilities will be built to support the shift towards a higher quality of service.</td>
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<tr>
<td>HR3 – Employee Segments as Building Blocks</td>
<td>This project will kick off with an effort to understand the unique needs of employee segments. This will begin by identifying critical groups of Faculty/Services employees with specific HR needs. Then, needs, pain points, and critical moments (i.e., moments that matter) in HR will be investigated. Personas combining representative pain points will then be designed, and opportunities to improve their experience will be identified. Lastly, employee experience outputs will be leveraged to inform the stakeholders groups’ HR experience.</td>
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<tr>
<td>HR4 – Talent Acquisition Program, Faculty Recruitment &amp; Employer Branding</td>
<td>This project will begin by defining program owners and the operating model. Then, at least two processes will be defined – one for administrative staff, and one for academic staff. Building on the HR3 Project (Employee Segments as Building Blocks), candidates’ pain points in the current processes will be identified. Step-by-step processes will be designed based on the HR taxonomy, and persona exercise outputs. Following this, the employee value proposition and uOttawa’s employer branding will be built, and current capabilities will be leveraged to drive immediate benefits.</td>
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<tr>
<td>HR5 – Workforce Management</td>
<td>This project will build consistent comprehensive workforce data to set workforce management and talent process foundations. Then, job architecture will be created that aligns common roles with relevant HR data.</td>
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<tr>
<td>HR6 – Workforce Planning</td>
<td>This project will begin by defining program owners and the operating model for workforce planning. Following this, the Workforce Planning Process will be designed, setting clear overall accountability, and specifying for each step responsibilities, timeframe, tools, and outputs.</td>
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<tr>
<td>HR7 – Succession Planning for Administrative Staff</td>
<td>This project will begin by defining program owners and the operating model for succession planning for administrative staff. To this end, succession planning will be owned by the LADO COE, the COE will own program development, HR Business Optimization will generate dashboards/analytics as needed, and HRBPs will produce insights. Then, the Succession Planning for Administrative Staff Process will be designed, setting clear overall process accountability.</td>
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<tr>
<td>HR8 – Process Documentation and Education</td>
<td>This project will document the processes and train the HR function team and HR service users. First, processes will be documented according to priorities, process maps, including required inputs as well as process transfers and timelines. Then, Employee Services will be responsible for organizing coaching and training sessions for stakeholders.</td>
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