Shared Services
Transformative Change in BC Government

Situation

In the mid 90's the concept of Shared Services across government was still in its infancy. The Ministries in BC Provincial Government still operated their own financial systems, maintained their own IT infrastructure, managed their own payroll, building etc
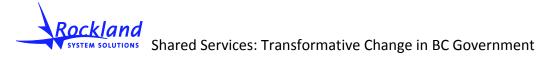
There were a number of significant issues associated with this de-centralized model of operation:

- The dollars spent in implementing and supporting all of these multiple systems was immense

- Governance issues were exacerbated due to having to audit and implement procurement policy across multiple systems

- There was no ability to easily report on spend across government – each Ministry would be instructed to generate their own reports and submit to a central entity for consolidation and analysis

Shared Services had been implemented within the Private Sector since the late 80's and was achieving significant success and cost savings for the organizations.

The time had come for the BC Government to embark on its Shared Services journey.

Rockland's Solution

Rockland's consultants were engaged in the mid 90's to develop a business case for the implementation of a single financial system that would provide core financial transaction processing for all Ministries.   The business case documented the potential cost savings from this approach as well as highlighting the trends and best practices within similar sized organizations in both the public and private sector.

At that time the Walker system, managed by the Ministry of Finance was chosen to be the central system and Rockland's consultants were again engaged to work with the Ministries to identify their unique requirements and work with them as they migrated to the new system.

All of the Ministries except four were able to transition to Walker. The BC Government then embarked on a procurement initiative to identify a system that could more fully meet all Ministries requirements and Oracle's e-Business Suite was selected. .

Rockland's consultants were instrumental in the initial implementation of the General Ledger (GL), Purchase Order (PO) and Accounts Payable (AP) modules of the systems – these were the core modules that everything else has been built on as the product offering from Oracle matured.

 Rockland's consultants were also integral to the development of a centralized Data Warehouse providing project management and technical leadership in the project development and implementation.

At the same time, BC Government were further developing their Shared Services offering with the implementation of centralized payroll function using the PeopleSoft application.

In 2003 a decision was made to centralize the management of IT assets and services and over the next few years more and more of these were brought under the control of Workplace Technology Services (WTS). In 2007 it was decided that WTS would move to a $1,000 vote structure whereby all of its costs were to be recovered from the clients it was serving. Rockland's consultants were engaged to implement the iStore module within the Oracle e-Business suite. As part of this they carried out an extensive definition, costing and pricing of the assets and services that WTS offered and implemented these into a catalog so that Ministries were able to procure them. It was important that the procurement policies that had been established during the implementation of the core financial system were utilized. Rockland was in a unique position to provide consulting expertise across the Financial and IT business units.

Rockland was also instrumental in the implementation of the iProcurement and iExpense modules that further integrated the Shared Services Purchasing arm with the Provinces core financial system.

During 2008, it became clear that the BC Government was about to undertake one of its periodic re-organizations where programs were moved from one Ministry to another and whole new Ministries were to be created. Again, due to Rockland's intimate knowledge of the Shared Services offering, we were engaged to develop a "Re-Org Guidebook" that detailed all of the potential impacts of a Government reorganization to the Shared Services organizations. Rockland was presented with an Award from the Deputy Minister for their work in this regard.

Key Benefits

Rockland's work for the BC Government in their implementation of Shared Services has helped them achieve the following benefits:

- Economies of scale from implementation of a single, centralized financial system
  - Reduction of licensing costs
  - Reduction in support costs
- Provided a common government wide Data Warehouse of financial transaction information
- Created streamlined business processes and demonstrated value for the Shared Services organization and their client ministries
- Engaged all ministries and central agencies to ensure the solution met cross-government requirements

Technologies Deployed

- Oracle eBusiness Suite 11i
- Oracle Database 10g Enterprise Edition 64bit with Partitioning Option
- Oracle Application Server 10g
- Oracle Identity Management 10g
- Oracle Portal 10g
- Oracle Discoverer 10g

- Oracle Reports 10g
- Oracle Forms 10g
- Oracle Warehouse Builder 9i
- Oracle Designer 10g
- Appworx Enterprise Job Scheduler by UC4

About Rockland System Solutions

Rockland's expert consultants deliver strategic value through an integrated approach to Financial/ERP Systems Implementation and Business Intelligence and Data Warehouse Solutions.

Rockland is an "execution" team specializing in Systems Solutions Implementations, and ongoing Service Operations Support. We also have a proven track record delivering these services in a Shared Services environment.

During Project Implementation, we focus on integrating systems with our clients' other applications, business and IT environments to ensure that present and future management information and reporting needs can be supported.

Our Operations Support Services ensure value for Rockland clients by helping them achieve effectiveness and efficiency in the delivery and support of services, ensuring that medium- to long-term strategic objectives are realized.

For more information regarding Rockland's work in the Shared Services field please contact:

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