Treasury Board of Canada Secretariat | Secrétariat du Conseil du Trésor du Canada

Canada

Financial Management Transformation

The Journey to Digital Comptrollership

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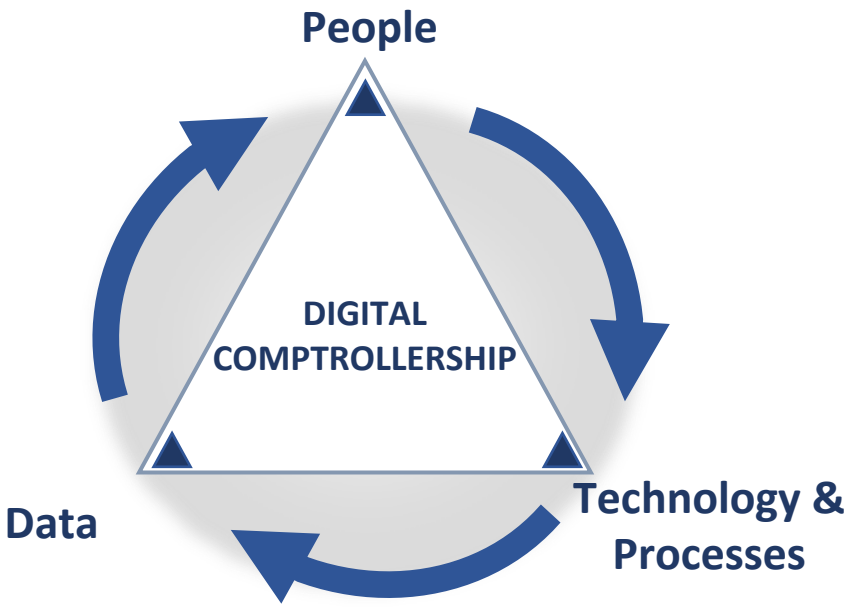
Draft for Discussion Only

The Office of the Comptroller General, in partnership with key stakeholders, is forging a new path toward Digital Comptrollership to position itself for the next level of innovation.

Digital Comptrollership harnesses innovation and technology by re-imagining its workforce, business processes and policies to:

- ensure government is an efficient steward of its financial resources;
- be effective in its operations(1); and
- become a data-driven government.



(1) In the Financial Management Transformation (FMT) context, “operations” are limited to internal services (IS) activities only.

Context

- Currently, the GC operates 52 financial systems supported by 5 different platforms (SAP, Oracle, FreeBalance, CDFS and G/X).
- 18 SAP ECC instances must be migrated to the latest version of SAP S/4 HANA by December 2025.
- The GC spends approximately $168M per year to operate its Departmental Financial Management Systems (DFMS).
- Under the responsibility of the Receiver General, the chart of accounts includes over 772 ECONS and 1,043 FRAs; many of which are obsolete or unused. There are up to 100 different chart of accounts across the government, with up to 5,000 general ledger accounts.
- In many cases, the service delivery model of the financial and materiel management function has not been modernized to leverage existing and emerging technology.

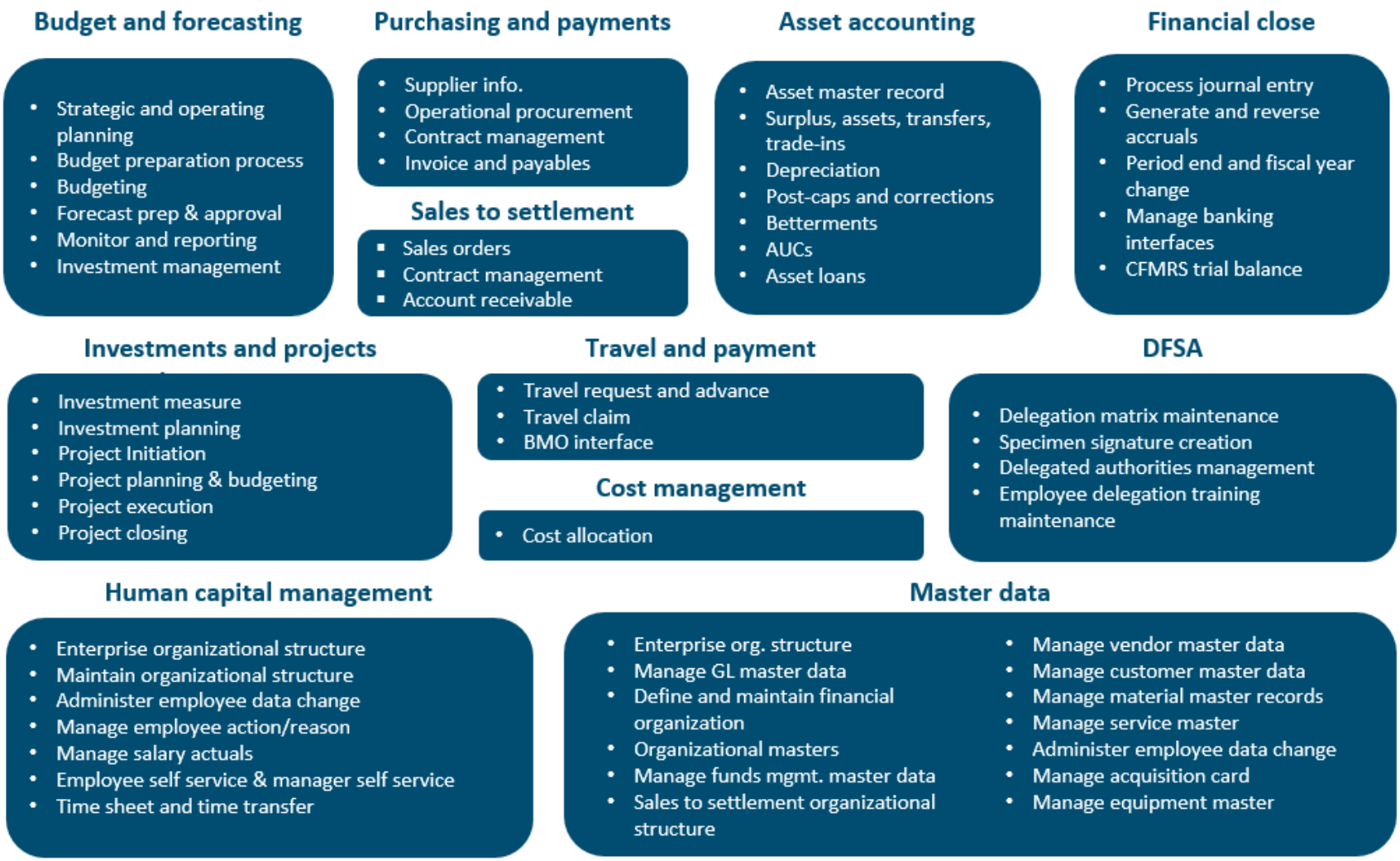
The Proposed Approach

This year, to support the FMT strategy and target architecture, a series of collaborative workshops were conducted with key stakeholders to:

1. Identify synergies with departmental requirements to reduce the number of instances that will be migrated onto SAP S/4HANA by 2025; this supports an extended “clustering” structure.
2. Identify key processes or activities that were deemed to be potentially “standard” across the GC; those identified would constitute the Financial Digital Core and represent approximately 70% of key processes.
3. Adopt an active solution to deliver the Digital Core to departments (MC4C).

As a result of reducing the number of instances and increasing the number of standardized processes (e.g. Digital Core), reporting capabilities will be improved.

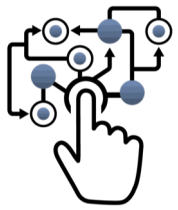
Financial Digital Core



*The above image includes reporting within each functional area

People: User-Centric Approach

Every day, employees encounter financial transactions and they expect that the financial and non-financial information provided is accurate, timely and easily accessible, regardless of where its located.

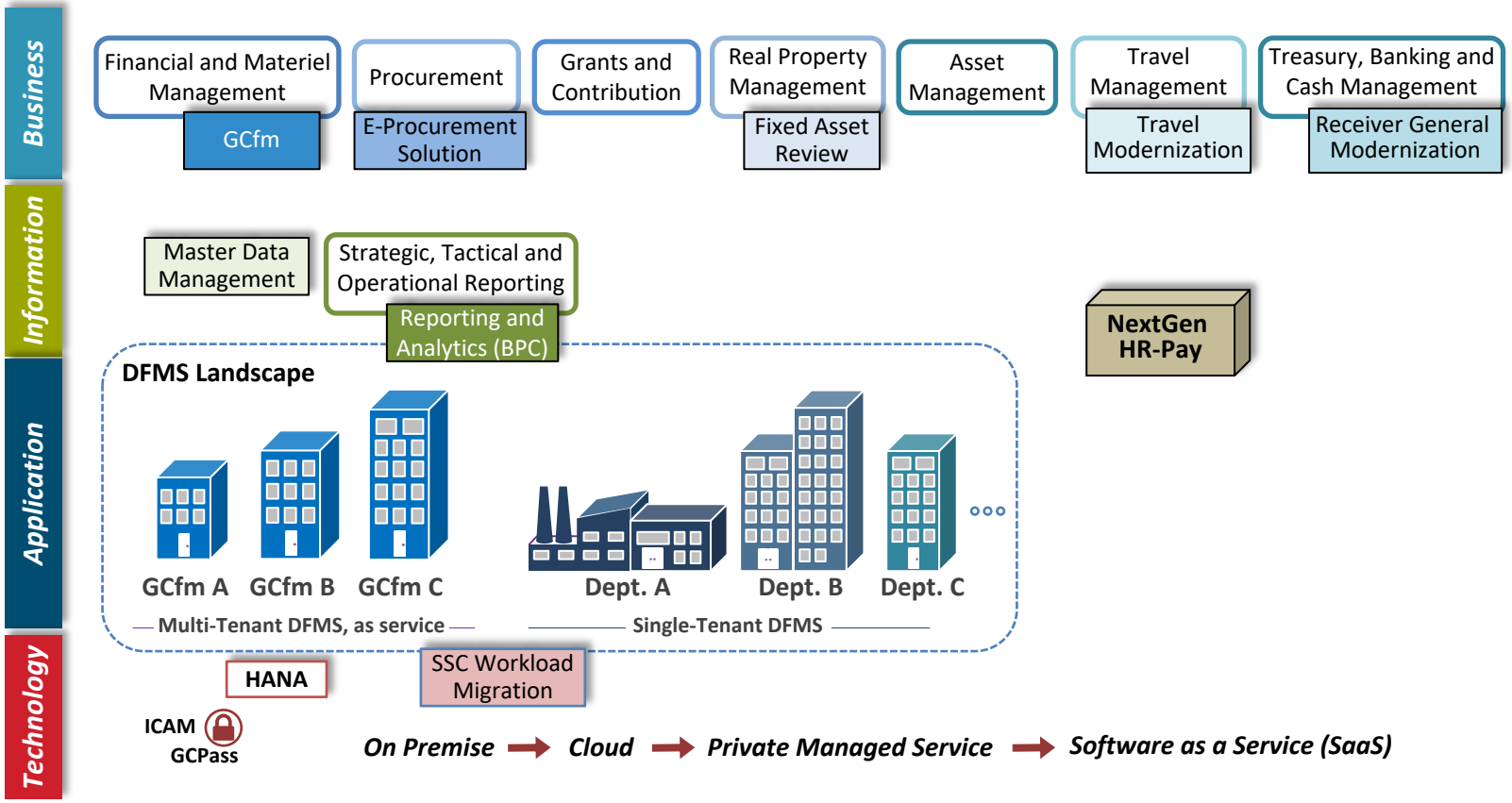


Modernizing the financial management function across the GC will: enable employees to focus on higher-value services; empower decision makers to make decisions with rigorously tested financial and non-financial information; and, position the GC to act as one enterprise.

Digital Comptrollership relies on adopting a user-centric approach by proactively engaging, and listening, to our employees.

The implementation of new technology and the development of new business processes will require new supporting skillsets. We will recruit new employees, and re-train and empower existing ones with the tools and skills necessary to succeed in their transformed roles.

Technology as an Enabler: FMT Landscape



Processes: One Action, Multiple Reactions

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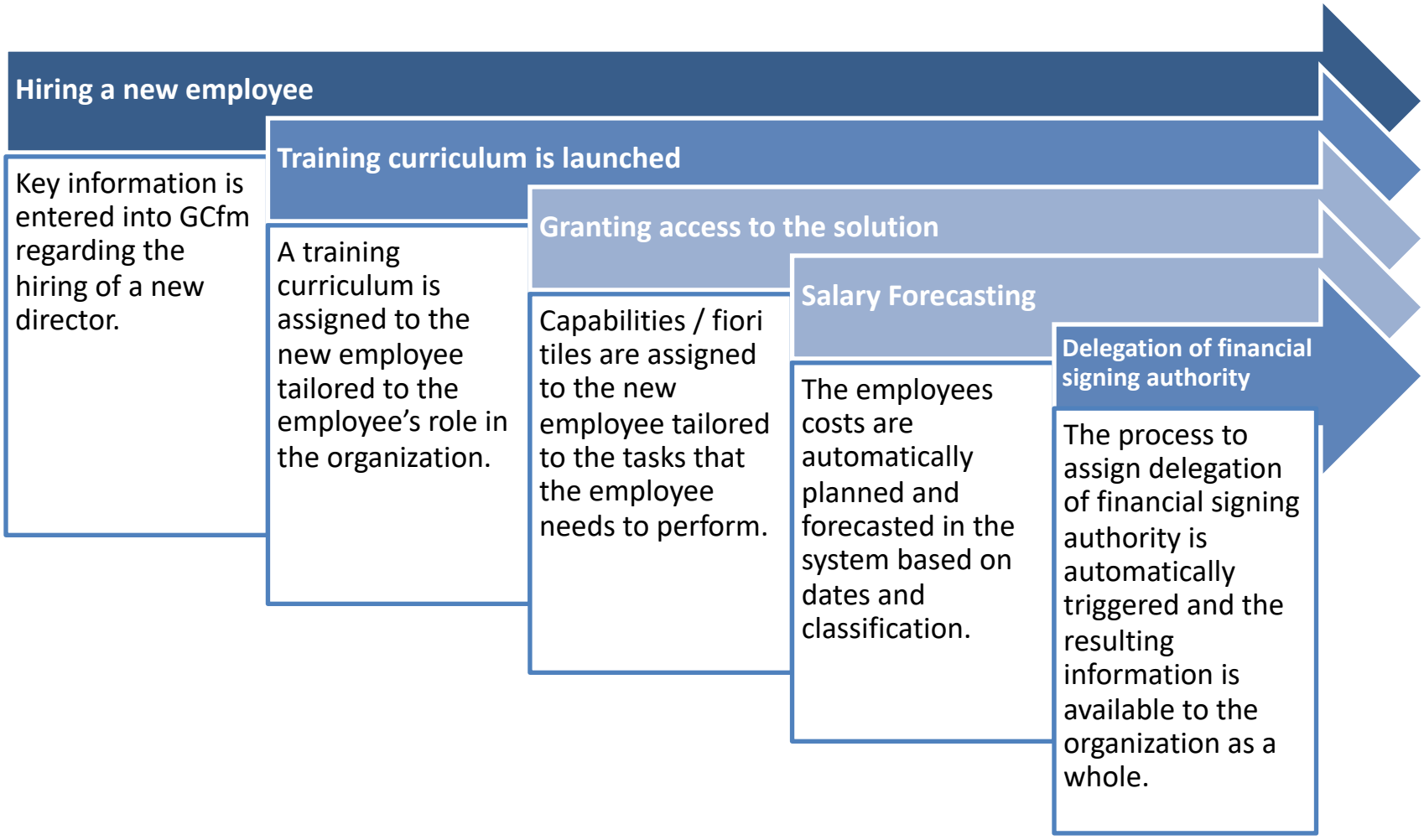

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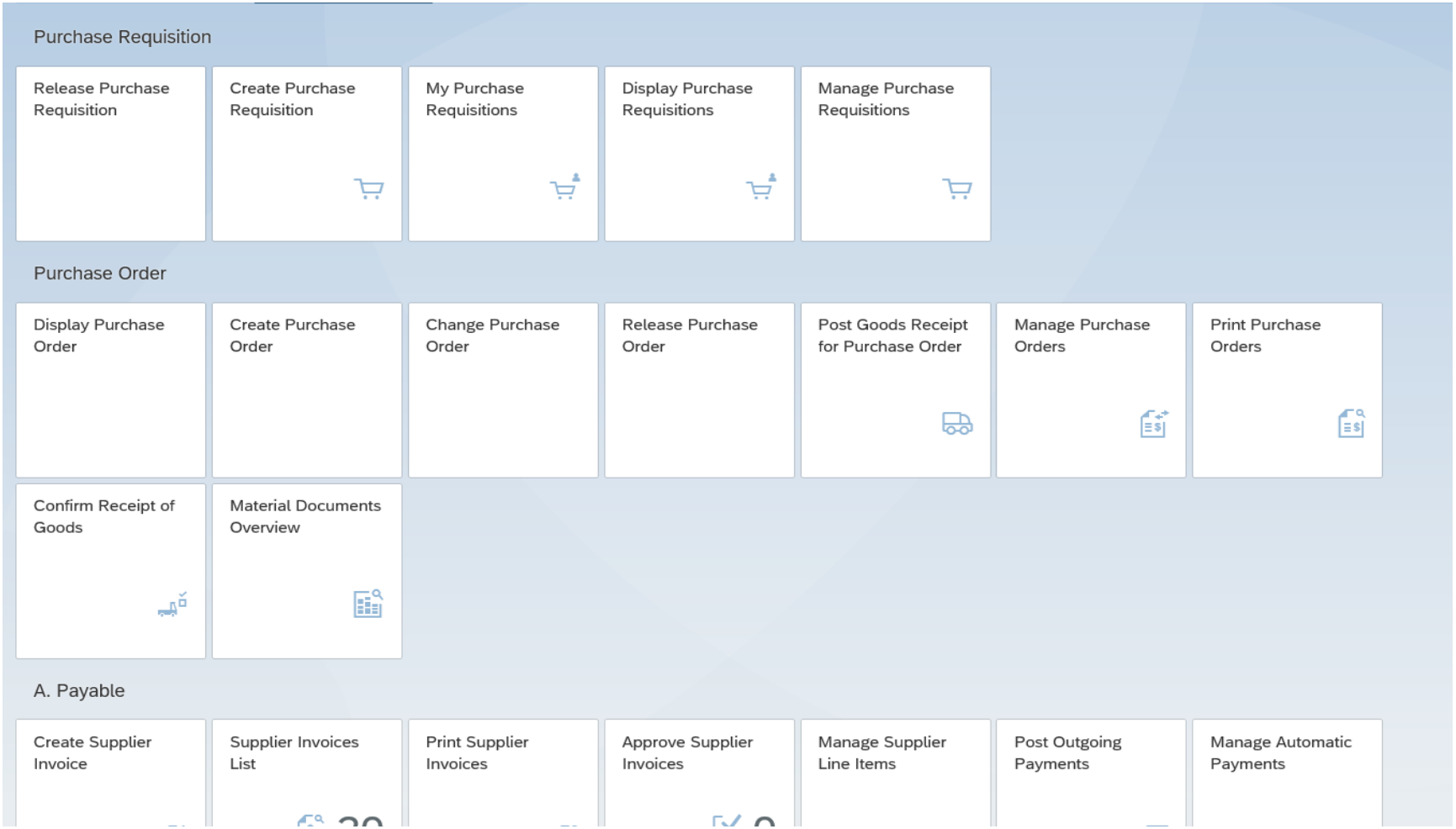
Intuitive interface that reflects today's technology



FMT Roadmap: Proposing an Active Solution

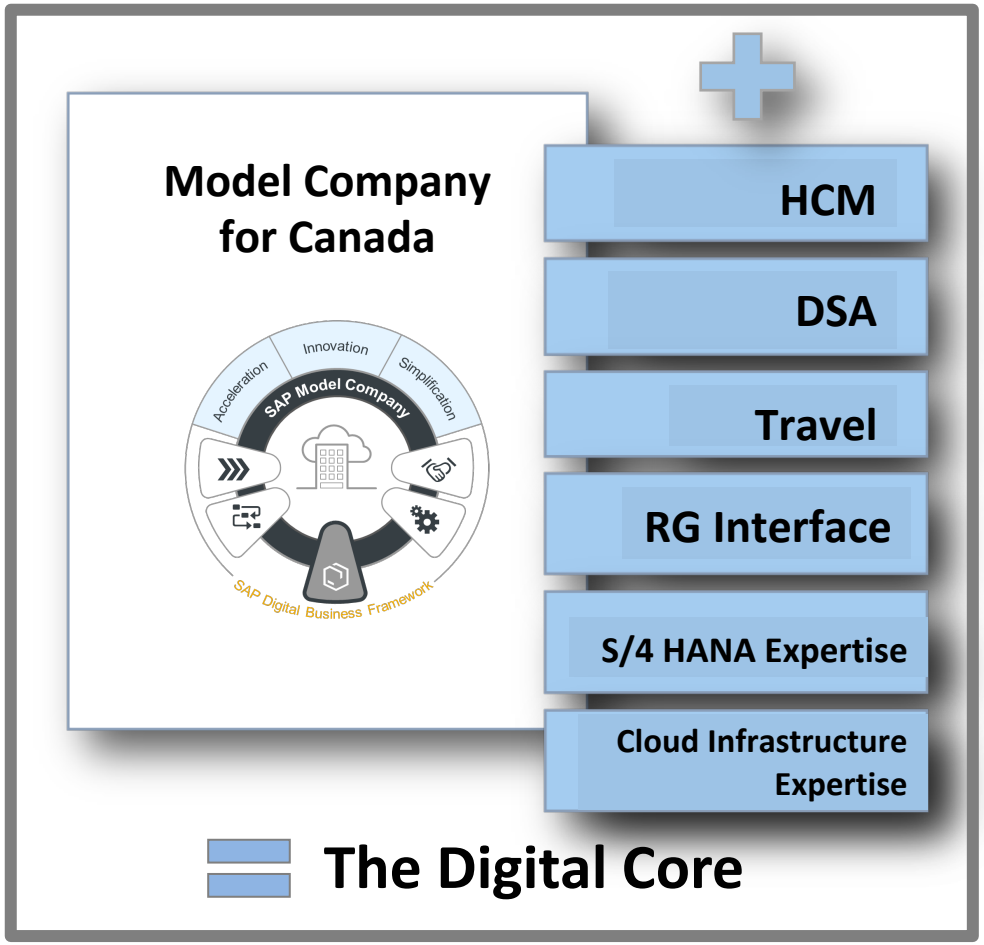
Adopting an active solution to deliver the Digital Core to departments

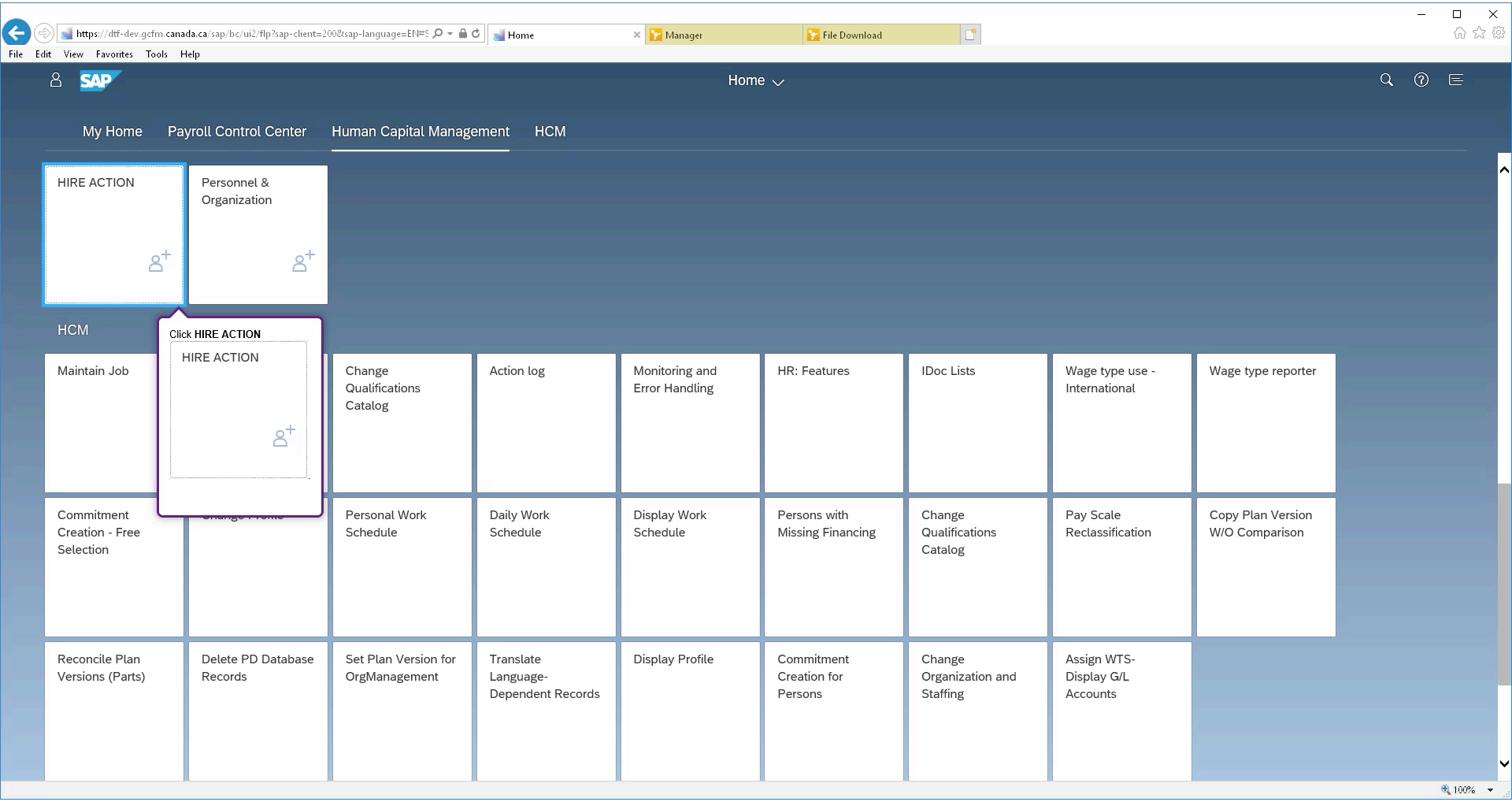
Model Company for Canada (MC4C)

The MC4C will re-bundle GCfm and leverage SAP S/4HANA and Cloud infrastructure expertise in order to provide a solution for government departments when operationally and financially feasible.

This approach will deliver the fastest time to value. It proposes a centralized program for transformation that allows for the reuse of key resources and skills to increase implementation efficiency.

The approach will also lower the cost of the implementation by reducing effort in blueprint, realization and testing.

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Commitment Creation - Free Selection
Personal Work Schedule
Daily Work Schedule
Display Work Schedule
Persons with Missing Financing
Change Qualifications Catalog
Pay Scale Reclassification
Copy Plan Version W/O Comparison
Reconcile Plan Versions (Parts)
Delete PD Database Records
Set Plan Version for OrgManagement
Translate Language-Dependent Records
Display Profile
Commitment Creation for Persons
Change Organization and Staffing
Assign WTS-Display G/L Accounts
100%