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Communication		
COUNCIL:	<u>Apr 19/16</u>	
EAA Rpt. No.	<u>5</u>	Item <u>9</u>

DATE: April 14, 2016

TO: Honourable Mayor Maurizio Bevilacqua and Members of Council

FROM: Jennifer Rose, Director, Environmental Services
Laura Mirabella Siddall, Chief Financial Officer and City Treasurer

RE: **COMMUNICATION – FINANCE, ADMINISTRATION AND AUDIT COMMITTEE
- APRIL 4, 2016 ITEM 9 REPORT NO. 5**

**AWARD OF RFP16-124: CONSULTANT TO CONDUCT AN
ORGANIZATIONAL ASSESSMENT AND DEVELOP A MODERNIZATION AND
TRANSFORMATION ROADMAP FOR PROCUREMENT**

At the April 4, 2016 meeting of the Finance, Administration and Audit Committee, staff presented a report titled Award of RFP16-124: Consultant to Conduct an Organizational Assessment and Develop a Modernization and Transformation Roadmap for Procurement. In response to this report, staff were asked to return to the next meeting of Council with a detailed governance and reporting structure for this project.

Service Excellence Strategic Initiatives

The Service Excellence Strategic Initiatives are collaborative, cross-functional projects to improve citizen experience, operational performance and staff engagement. They were prioritized based on input from the first annual staff forum on October 15-16, 2015, monthly Senior Management Team workshops, and the first manager and supervisor forum on March 2, 2016. They have been evaluated for their alignment to the Service Excellence outcomes and resource requirements. The Procurement Modernization project is identified as one of ten Service Excellence Initiatives which supports improving the City of Vaughan's operational performance to the delivery of the Term of Council priorities, while meeting Council's tax rate increase target of no greater than three per cent per year.

In order to ensure the project deliverables truly enable the client departments on their procurement needs, the Service Excellence Strategic Initiatives are sponsored by members of the Senior Management Team from a client department rather than the functional department. As a result, the sponsorship of this project was transferred to Jennifer Rose, Director, Environmental Services.



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Project Management Team Roles and Responsibilities

The project management team consists of:

- Executive Sponsor: Jennifer Rose, Director, Environmental Services
- Product Owner: Laura Mirabella-Siddall, Chief Financial Officer and City Treasurer
- Product Owner / Subject Matter Expert: Asad Chughtai, Director, Procurement Services
- Project Manager: Esther Yan, Business Analyst, Strategic Planning

Roles	Responsibilities
Executive Sponsor (Jennifer Rose, Director, Environmental Services)	<ul style="list-style-type: none"> • Champion/Spokesperson of the project • Approves the deliverables • Enable resources
Product Owner (Laura Mirabella-Siddall, Chief Financial Officer and City Treasurer)	<ul style="list-style-type: none"> • Accountable to Council for the delivery of the project • Directly responsible for business results • Accepts and receives project deliverables <ul style="list-style-type: none"> ○ Current state assessment report ○ Department-level strategy map and key performance indicators (KPIs) ○ Organizational structure options ○ Implementation roadmap • Recommends approval of project deliverables
Product Owner (Asad Chughtai, Director, Procurement Services)	<ul style="list-style-type: none"> • Provides expert knowledge on the business unit • Implement the recommendations on 'quick-wins' and long-term work plan
Project Manager (Esther Yan, Business Analyst, Strategic Planning)	<ul style="list-style-type: none"> • Manage day to day project tasks • Main contact for the consultant

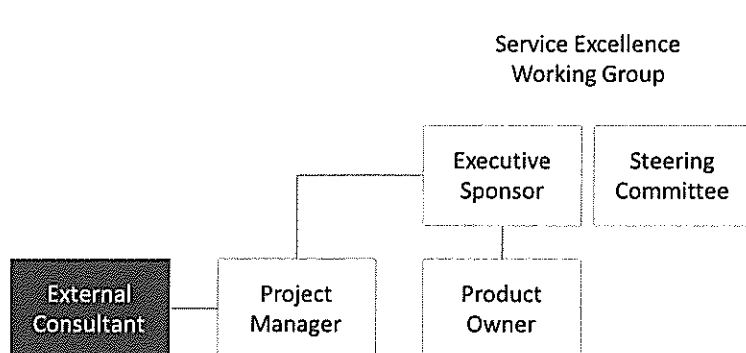
A Steering Committee will be set up to support the project management team. The membership of the Steering Committee will be selected based on the result of an internal stakeholder analysis.

As one of the Service Excellence Strategic Initiatives, the Executive Sponsor and Product Owners of this project are members of the Service Excellence Working Group, which meets regularly to discuss key accomplishments and resolve escalated issues between Service Excellence Strategic Initiatives.



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The following chart is a reporting structure of the project:



Communication Prepared by:

Esther Yan
Business Analyst, Strategic Planning

Respectfully submitted,

Jennifer Rose
Director, Environmental Services

Laura Mirabella-Siddall
Chief Financial Officer and City Treasurer