

# **PART E**

# **SPECIFICATIONS**

## **PART E - SPECIFICATIONS**

### **GENERAL**

#### **E1. GENERAL**

E1.1 These Specifications shall apply to the Work.

#### **E2. SERVICES**

E2.1 The Contractor shall provide Business Transformation consulting services in accordance with the requirements hereinafter specified.

E2.2 The consulting services will be directed in support of developing the following:

- (a) The design and elaboration of a comprehensive Business Transformation strategy and program for all services and divisions of the City of Winnipeg's Corporate Information Technology (CIT) Department;
- (b) The development of a supporting business case for the Business Transformation program that will substantiate the recommended business model and form the foundation of the implementation plan ;
- (c) The development and elaboration of a business model that would govern and define the service delivery operations of the CIT department;
- (d) The development of an overall Implementation Work Plan, Project Schedule and project management approach to implement the transformation program and associated business model;
- (e) The development of a fixed scope, fixed deliverables and fixed fee for the implementation (E2.2(d)); and
- (f) The development of a plan to involve and engage stakeholders and customers. The CIT department believes that this is crucial to achieve widespread endorsement during all phases of this project.

E2.3 The Work to be done under the Contract is intended to be organized and scheduled in two (2) separate sections (recognizing the necessary interdependencies):

- (a) Section A – Business Transformation Strategy and Program, Business Model and Associated Business Case
- (b) Section B – Development of an Implementation Work Plan, Project Schedule and Project Structure

E2.4 Section A – Business Transformation Strategy and Program, Business Model and Associated Business Case includes but is not limited to the following:

- (a) providing project management/governance advice;
- (b) leading the development of an overall document (Project Charter) that defines key roles, responsibilities and assumptions underlying the project ;
- (c) providing organizational change management and communication planning advice;
- (d) undertaking a comprehensive assessment(s) of the CIT environment to arrive at a fact-based understanding of all relevant factors;
- (e) analysis of key drivers for change;
- (f) articulating guiding principles;

- (g) providing training and Knowledge Transfer required for City staff to complete Sections A and B;
- (h) confirming the project scope;
- (i) developing an overall integrated Business Transformation Strategy and Program that is reflected in the dimensions of the recommended business model for CIT;
- (j) developing a business case specific to the recommended business model (in conjunction with CIT and other City staff as necessary) detailing the costs/benefits of the business transformation including but not limited to:
  - (i) identify and quantify to the extent possible the additional value that would accrue through the implementation of the proposed transformation program (new business model and associated changes) and provide the underlying rationale;
  - (ii) analysis of options and associated implementation implications (including all City and Consultant costs);
  - (iii) assumptions;
  - (iv) categories of and quantification of benefits;
  - (v) summary of option evaluations;
  - (vi) financial analysis of recommended option (cost/benefits);
  - (vii) timeline assumptions covering both implementation costs and benefits realization;
  - (viii) conclusions and recommendations;
  - (ix) a summary of the business model and implementation plan from Section B; and
  - (x) assessment of risks involved and recommended mitigation.
- (k) Elaboration of a business model that is practical for CIT which focuses on operations and implementation. Some components of the business model that should be considered include but are not limited to:
  - (i) approach for and delineation of a CIT services portfolio;
  - (ii) approach and framework for cost recovery and related financial arrangements;
  - (iii) delineation of roles and responsibilities of key participants/entities within the business model (customers, users, CIT staff) ;
  - (iv) identify and make recommendations concerning Human Resources and Labour Relations issues;
  - (v) make recommendations concerning internal and external service competition, “customer choice”, mandated services and time frames;
  - (vi) identify follow-up steps concerning necessary policy/approval requirements (Council, etc.);
  - (vii) consider fit and options and develop recommendations and applicability relative to other Alternative Service Delivery (ASD) initiatives including Special Operating Agency (SOA) contracting out, partnerships, etc.;
  - (viii) address financial and operational reporting issues;
  - (ix) develop recommendations concerning organization structure and competencies to support the business model;
  - (x) identify critical issues of IT management processes;
  - (xi) identify critical issues of IT management technologies/tools;
  - (xii) include a risk management framework and process to assist in the business model design and implementation approach ; and
  - (xiii) identify issues of the City’s ability to absorb change(s).
- (l) Develop recommendations concerning the design and mandate of an Office of the CIO (see [http://www.winnipeg.ca/cit/rfp\\_businesstransformation.stm](http://www.winnipeg.ca/cit/rfp_businesstransformation.stm) for a draft Office of the CIO report) including but not limited to:

- (i) determine the Office of the CIO processes, roles, budget, tools, resources and functions required;
- (ii) identify additional governance mechanisms, bodies and assurance required;
- (iii) clarify working relationships (CIT service delivery, customer, Office of CIO); and
- (iv) identify rules/standards that may be enforced by an Office of the CIO.

E2.5 Section B – Development of an Implementation Work Plan, Project Schedule and Project Structure to implement the best option for the City developed in Section A including but not limited to:

- (a) break the entire transformation program into categories / streams / phases / projects;
- (b) provide an overall implementation program and methodology;
- (c) identify key milestones and component deliverables;
- (d) identify necessary resources, roles, responsibilities;
- (e) describe program management and coordination processes;
- (f) identify and describe approval points, processes, assumptions;
- (g) identify resourcing profile and resourcing plans by major stream / component;
- (h) identify "Quick Wins" and an approach for implementation;
- (i) identify and elaborate "Knowledge Transfer" approach;
- (j) describe City and Consultant resources, responsibilities and obligations;
- (k) provide costing estimates/timeframes (to be included in business case);
- (l) assessment of risks involved and recommended mitigation; and
- (m) Project structure required to implement the plan.