THE CUSTOMER'S CHALLENGE

As part of a broader programme of IS transformation within National Grid, the YouConnect programme was established to introduce SAP SuccessFactors for a wide range of human capital management (HCM) processes on a global basis. Accenture had been appointed as the programme partner.

The main objective of the programme was to replace the existing SAP ERP solutions to support the majority of the core processes including:

- Employee records management
- Employee requests and approvals
- Organizational design and organizational management
- Recruitment marketing and on-boarding
- Contingent worker management
- Goals and performance management
- Talent management
- Learning
- Reward and compensation

Certain functions, most notably payroll, remained in the existing SAP ERP solution that required integration to be built in order to drive the payroll processes for the UK and US.

The programme had been experiencing challenges across several areas and had recently undergone a restructure to strengthen the management team and give greater focus on the programme office activities however, there was a need to bring in leadership for the enterprise architecture function which was a complex area involving several parties – National Grid IS, Accenture and Wipro – and was dealing with multiple solution integration requirements. In addition, the enduring support work stream had been failing and required focused attention to recover it to a stable position.

DNASTREAM was approached to support the programme and appointed a senior programme manager to take ownership of the enterprise architecture function and a senior level resource to address the enduring support work stream.

FACTS & FIGURES

Client: **National Grid**

Business Division: **Global IS**

Location: **UK, US**

Industry: **Utilities**

Value of Engagement: **£180k**

Key Features: Programme management, recovery, multiple partner landscape, IS leadership, enterprise architecture, application support, SAP

Summary:

DNASTREAM were appointed due to our track record of addressing programme challenges to deliver successfully.

The customer required specific support to address failing work streams within the programme and help to recover these work streams to a stable position.

WHAT WE DID

DNASTREAM assumed overall responsibility for managing the enterprise architecture function for the programme across UK and US, to address the previous difficulties by:

- Engaging with all parties to fully define their respective roles and responsibilities, establish ownership and ensure appropriate levels of involvement

- Introducing structured and consistent approaches to ensure appropriate levels of management control, integrated with other programme work streams

- Ensuring ongoing oversight and challenge of architecture principles, proposals and designs to drive out pragmatic solutions to issues and ensure these are reflected against the programme objectives

- Re-baselining and relaunching the design authority board with a set of agreed terms of reference

- Attending the programme change approval board to ensure appropriate challenge of proposed changes from a position of knowledge

- Applying a pragmatic and realistic approach to analyzing issues and assessing the viability of resolutions

In addition, DNASTREAM took control of the enduring support work stream for a six week period to address failings and execute a 'back to green' plan by:

- Bringing best practice experience to fully define the scope of enduring support, the roles of the various parties and the key principles for establishing an effective cloud support model

- Engaging with the relevant global stakeholders in IS and the business to gain buy-in for the proposed support model and approaches

- Defining a plan for delivering the proposed support model to allow seamless transition to the ongoing work stream lead

KEY BENEFITS DELIVERED

- Enterprise architecture function brought back to a stable position at 'green' status within two weeks

- Robust enterprise architecture processes, including the design authority board established and embedded, and extended to align across several IS programmes

- Introduction of effective issue management across the solution landscape to ensure visibility, ownership and fast resolution

- Successful recovery of the enduring support work stream within six weeks and transition to ongoing work stream lead

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Debbie was brought into the programme to provide leadership and direction to our architecture work stream, a workstream that had previously been struggling to keep control of its deliverables. Debbie's passionate drive for results and outcomes has meant that the work stream quickly regained control and has been high performing ever since. Debbie now supports the programme leadership team with troubleshooting some of the top issues across the programme.

Paul was appointed on a six week assignment to recover a failing work stream. The work stream was tasked with defining and implementing a support model across two regions and several business departments. Paul covered a tremendous amount of ground in the six weeks and successfully landed a high level support model with a plan for implementation. The work stream was successfully transitioned to a new lead and remains under control. Paul's experience and style of working were key in recovering this work stream.

Andy Brown, IS Programme Delivery Manager

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