NSLC @ ASUG

OCTOBER 19, 2023

OVERVIEW:

How the Nova Scotia Liquor Corporation (NSLC) transformed their HR Payroll solution from a legacy, outsourced system to a cloud-based in-house managed solution.

Our partnership with Rizing, who led us through a successful implementation along with a post go live support model and continues to partner with us as we add more SuccessFactors modules

SPEAKING TODAY:

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(She/Her)
Vice President – Information
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Director – IT Portfolio
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Director – Workforce
Intelligence and Systems

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AGENDA

NSLC Overview

Our transformation journey

Key business outcomes achieved

Challenges & Lessons Learned

Our roadmap

NOVA SCOTIA LIQUOR CORPORATION (NSLC)

One of Nova Scotia's largest retailers and the fourth largest retailer of beverage alcohol in Canada. The NSLC also retails cannabis in co-located stores.

Operate **110 retail stores**, supply 63 Agency Stores (private partnership, using NSLC as the wholesaler), and 2,100 licensees (restaurants/bars) throughout the province.

Also provide an online option, with home delivery, for both beverage alcohol and cannabis.

As a Crown Corporation, we return substantial revenue to the provincial government while ensuring the responsible enjoyment of beverage alcohol & cannabis in Nova Scotia.

Last year **total sales were ~$860M**, with ~$285M returned to our shareholder.

Employ **~1800 employees** across our Head office, Retail Stores, and a Distribution Centre.

A large portion of the workforce is **unionized in 3 different bargaining units**

BUSINESS DRIVERS

This transformation was a multi-year investment in technology and business processes to:

Ensure our ongoing capability to pay employees accurately and on time, and effectively maintain employment and compensation records.

Generate meaningful 'people data' to support business decisions.

Support the attraction, retention, development, and engagement of our people.

BUILDING OUR FOUNDATION:

2016-2018

- **Fall 2016:** Initial Phase 0 Assessment to replace aging ADP outsourced systems including Payroll, Time and Attendance and Employee Master Data with **SuccessFactors ECP, Workforce Software Time and Attendance, EC and CPI**

- **Spring 2017:** HRIS Project Implementation Kick off

- **Jan 2018:** Project was put on hold due to multiple issues

2019

- **Winter 2018-2019**: An RFP to select a new implementation partner was issued. **Rizing** was awarded contract

- **May 2019:** HRIS Recovery project discovery phase kick off

2019 - 2021

- **Aug 2019:** Implementation project kickoff, with initial go-live of Oct 2020. Scope now includes SuccessFactors ECGB

- **April 2020**: Project re-baselined to account for COVID-19 impacts, new go-live of March 2021

- **March 2021:** Projects goes live with some Overtime issues to be fixed in a follow-up Mini-project

- **April 2021:** Rizing AMS takes over support

- **June 2021:** Mini-project to fix Overtime issues goes live
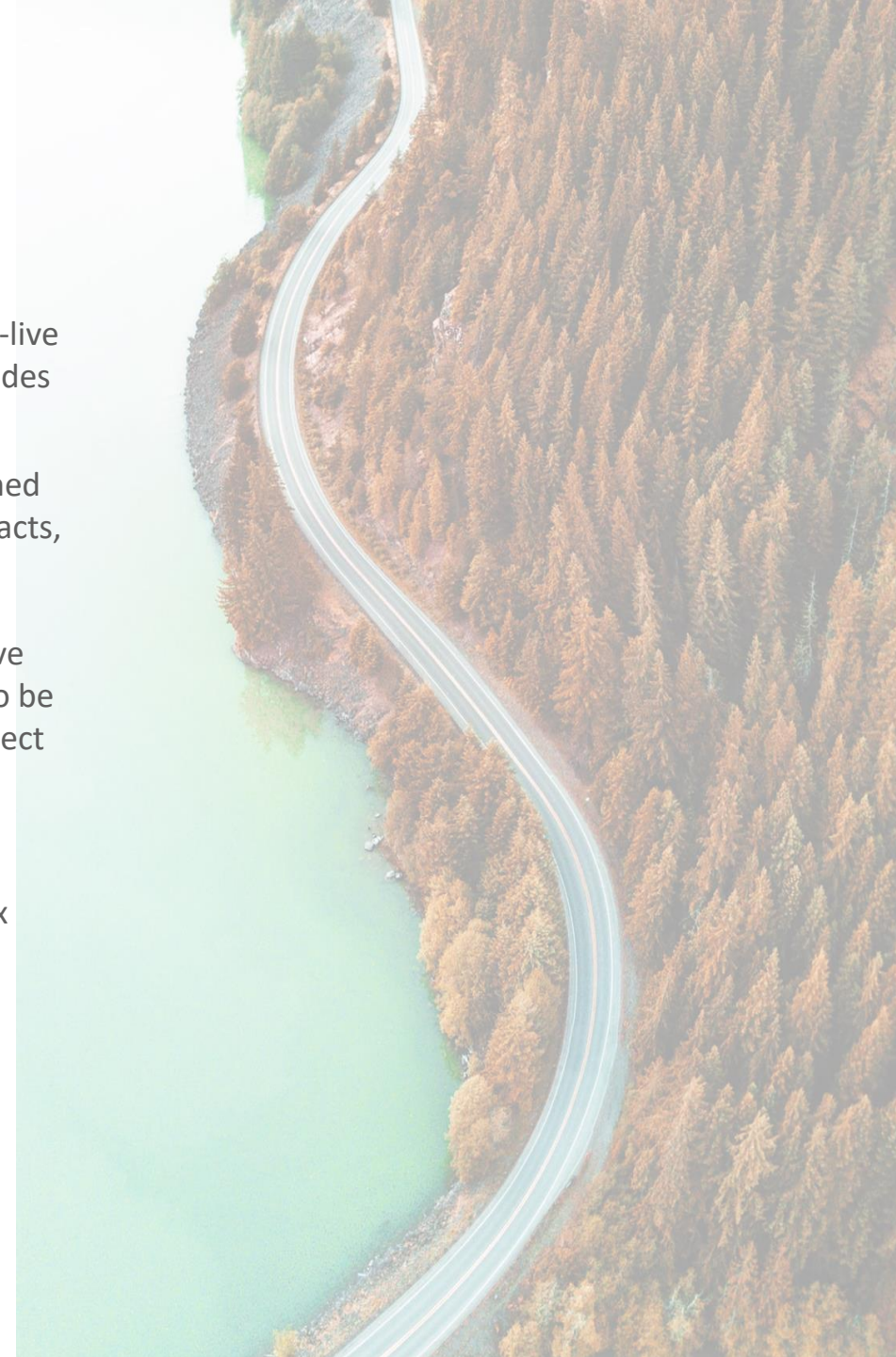
WHY RIZING?

Experienced

Knowledge of solution integration of EmployeeCentral (EC), ECPay & WorkForceSoftware(WFS)

Excellent references

Ability to provide ongoing partnership with both AMS and future roadmap

Value added services

LESSONS LEARNED: TECHNOLOGY

Methodology differences: SuccessFactors is truly iterative. EC Pay & WFS are more waterfall.

SAP workbooks / WFS BRDs do not capture business requirements

Solution architect role, was extremely important to make sure that cross-modular items were properly designed.

System Integration between our foundational modules (EC, ECP & WFS) was not as seamless as expected.

Integrated reporting between the modules was not as seamless as expected

Fixed cost implementation phase helped keep budget in check

Building relationships with other SuccessFactors customers helps us build knowledge. [Example: "The Beer Store" in Ontario]

LESSONS LEARNED: BUSINESS

Organization readiness and advance work is key: gather business requirements and document current state; data clean up from legacy system.

Don't under-estimate business resourcing needs. Business resources assigned with the appropriate knowledge are key.

Operational resourcing needs are hard to quantify, but there will be a need to have business resources that administer the system

Design training materials to be living documents

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WHAT WE ACHIEVED:

Integrated platform with foundational data first (EC) made it easier to implement subsequent SuccessFactors Modules

Data integrity across modules vs duplication of data in previous system

Simplification of end-user experience: employee self service + digitization of some staffing processes.

Improved knowledge of collective agreement

Improved data-based decision making and better insights

Faster response to exception-based scenarios

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ONGOING TRANSFORMATION ROADMAP:

Completed 2021 - 2023

Learning Management (LMS):
- ✓ **Nov 2021**: Discovery Phase for LMS. Previously on SABA. Continue to use OpenSesame catalogue
- ✓ **Jan 2022**: Implementation phase for LMS kicks off
- ✓ **June 2022**: LMS goes live

Performance & Goal Management:
- ✓ **Jan 2023:** Discovery phase for Performance and Goal Management
- ✓ **April 2023:** Implementation phase for Performance and Goal Management kicks off
- ✓ **Sept 2023:** Pilot & technical go-live

In progress / scheduled:

Performance & Goal Management:
- ❑ **Jan 2024** business go-live, including roll-out of mobile app

Benefits update:
- ❑ System Changes to support change to new Benefits Provider

Workforce Software Suite:
- ❑ Upgrade Workforce Software to new Suite solution, including roll-out of mobile app

Recruitment & Onboarding:
- ❑ Mapping current state business processes

Longer term:

2024:
- ❑ Recruitment and Onboarding

2026:
- ❑ Workforce Software: Advanced Scheduling
- ❑ Workforce : Leave and Absence Management (ACT)

2028:
- ❑ Succession Planning
- ❑ Compensation

2029:
- ❑ Reporting/Analytics

* Sequencing of Roadmap subject to change except for Recruitment and Onboarding

SUMMARY:

We are at the beginning of our true digital transformation journey as we move manual processes into a system, and this project was the foundation we are building from.

Thank you to our teams with Rizing, SuccessFactors & Workforce Software, and to everyone that shared their experiences with us.

We appreciate the opportunity to share our story with you & are happy to answer any questions now, after this session or via email after the conference.

QUESTIONS?

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