

A national ministry ran its administration on paper — an eighteen-month program took it digital end to end: processes mapped, a 14-module platform built onto the ERP, infrastructure deployed, records migrated, and 300+ staff trained.

A four-organization federal e-automation program — employee portal, citizen e-services, and ERP integration delivered with the analysis, infrastructure, data migration, and training that make digitization real, under an executive program committee spanning the client ministry, the planning authority, the IT ministry, and the e-government executing agency.

<p>CLIENT A national government ministry (anonymized) — within a four-organization federal program</p>	<p>ROLE Program Manager — full-cycle delivery, planning to closure and benefits realization</p>	<p>ENGAGEMENT IN NUMBERS 4 organizations · 14+ modules · 300+ users trained · 207 workstations · data migrated</p>
<p>DURATION 18 months · team of eight · hybrid waterfall + Scrum</p>	<p>PLATFORM N-tier SOA web application integrated with the ministry's ERP · connected to the federal data centre</p>	<p>PROGRAM SCALE Administrative digitization across a national ministry — internal operations and citizen-facing services</p>

01 The mandate

A national ministry's administration ran on paper: internal processes, records, and citizen interactions all moved through manual handling, with the delays, errors, and opacity that paper guarantees at ministry scale. The national e-government agenda made it a flagship candidate: digitize the ministry's administration end to end, not as a pilot but as a working system.

The program was structured across four organizations — the ministry as client and beneficiary, the national planning authority as initiator, the IT ministry as sponsor, and the e-government directorate as executing agency — and it had to deliver everything digitization actually requires: the process analysis, the application platform, the ERP integration, the physical infrastructure, the migrated data, and the trained workforce.

02 The delivery context

Four organizations, one program

Client, initiator, sponsor, and executor were four different federal organizations, each with its own accountabilities and expectations — coordinated through an executive program management committee that delivery reported to throughout. Alignment across that structure was a permanent workstream, not a kickoff task.

Digitization is only real when the whole chain ships

An application alone digitizes nothing. The program only counted if the processes were re-mapped, the platform integrated with the ERP the ministry already ran on, the workstations and servers physically deployed, the paper records validated and migrated, and the staff actually able to use it — five dependent deliveries that had to land together.

03 How the engagement was run

Analysis first: the to-be state on paper before code

Produced the full analysis suite — system requirements specification with as-is and to-be models and gap analysis, to-be process maps, functional requirements, use-case model, UI design, and solution architecture with functional, logical-data, and test models plus non-functional requirements — so the build had an agreed target, not an evolving one.

Built dual-facing, integrated, and governed

Delivered an internal portal for employees and an e-services application for citizens on an N-tier, service-oriented architecture integrated with the ministry's ERP — 14+ modules developed under a hybrid waterfall-and-Scrum lifecycle, with deliverable sign-offs and reporting to the executive program management committee throughout.

Infrastructure, data, and people landed with the software

Deployed 207 workstations, eight servers, and the network estate connected to the federal data centre; ran the volumetric analysis and data migration — validating, approving, and transporting records with error removal — and designed and delivered training to more than 300 users, closing the program through to benefits realization.

04 Outcome

The ministry moved from paper administration to a working digital platform: an employee portal and citizen e-services live on 14+ modules integrated with the ERP, 207 workstations and the supporting server estate deployed and connected to the federal data centre, legacy records validated and migrated, and more than 300 staff trained — delivered across four federal organizations in eighteen months by a team of eight, with the program closed through to benefits realization rather than stopped at go-live. Commercial figures are held confidential.

DELIVERED ACROSS THE FULL CHAIN	SCALE
Application platform	14+ modules · employee portal + citizen e-services · ERP-integrated
Analysis baseline	SRS, as-is/to-be + gap, FRS, use cases, UI, solution architecture
Infrastructure deployed	207 workstations · 8 servers · federal data-centre connectivity
Data migration	Records validated, approved, migrated with error removal
Delivered	300+ users trained · 18 months · team of eight · 4 organizations

OUTCOME POSTURE

Paper administration to a working digital ministry — 14+ modules, 207 workstations, 300+ trained staff, four organizations, eighteen months.

End-to-end digital-government transformation: processes, platform, ERP integration, infrastructure, data, and people delivered as one program — and closed on benefits realization, not just go-live.

05 What this demonstrates**Delivered digital government end to end.**

Took a ministry from paper to a working dual-facing platform — analysis, build, ERP integration, infrastructure, data migration, and training as one accountable program.

OFFERED TODAY AS: DIGITAL TRANSFORMATION DELIVERY**Ran a four-organization federal program.**

Held delivery together across client, initiator, sponsor, and executing agency, reporting to an executive program management committee throughout.

OFFERED TODAY AS: PROGRAM GOVERNANCE**Built citizen-facing and internal services together.**

Shipped an employee portal and citizen e-services on one integrated SOA platform rather than digitizing the back office alone.

OFFERED TODAY AS: PUBLIC-SECTOR SERVICE DELIVERY**Moved the data, not just the software.**

Ran volumetric analysis and a validated, error-controlled migration of paper records into the new platform.

OFFERED TODAY AS: DATA MIGRATION & QUALITY**Closed on benefits, not go-live.**

Carried the program from planning through closure and benefits realization, with 300+ users trained and deliverables signed off.

OFFERED TODAY AS: BENEFITS REALIZATION

SOURCE ARTIFACTS AND DISCLOSURE

Anonymized for client confidentiality: the country, ministry, and commercial figures are withheld. Figures represent counts recorded in engagement documentation held by the practice — the requirements and architecture baseline, deployment and migration records, and training and closure documentation.

Premium Framework Inc. is an independent IT project, program, and PMO leadership practice — founded 2011 — serving federal government, provincial agencies, public-sector institutions, and large enterprise organizations in regulated, high-stakes environments. The Delivery Track Record series presents named, source-substantiated program engagements.

Talk to a delivery expert

sz@premiumframework.ca · +1 613-600-2803 (Mon–Fri, 9–5 ET) · calendly.com/it_delivery_management

Tailored briefs for specific sectors or program types are available on request. Additional engagements held under confidentiality are available for discussion under NDA.