

Digital Program – Digital Client Onboarding

Project Statement

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1.0 Purpose

The purpose of this project statement is to define project specific information not captured in enough details in the program management deliverables. Similarly to a project charter, this project statement formalizes the existence of the Project and provides the Project Manager with the authority to start work activities.

2.0 Project Overview and Scope

Background

The Digital Program was approved by PSC and kicked off in December 2019.

The Digital Program has the following projects identified:

- Digital Client Onboarding
- Digital Online Banking

This project statement will focus on the Digital Client Onboarding.

For additional information, see the [Digital Program Charter](#).

3.0 Scope

In-Scope

The scope of the Digital Client Onboarding project includes:

- Implementation of the Motive Client Onboarding processes;
- Implementation of the Personal Client Onboarding processes including in-branch implementation;
- Implementation of the Small Business Client Onboarding processes;
- Implementation of Small Business Lending;
- Implementation of client and operational DCO support processes;
- Integration of the Mulesoft Platform for client onboarding; Enhancement of T24 web services required to support client onboarding; and
- Integration with third party integrations such as thirdstream, Flinks, etc.

Out-of-Scope

The following items are **out-of-scope** for this project:

- CWB Partner Companies use of these solutions (outside Motive and CWB);
- Automation of processes outside of the digital tools

4.0 Benefits and Costs

Delivering the scope of the project is expected to deliver tangible and intangible benefits. These will be tracked centrally and the results will be reported to PSC after the implementation. More information is available in the [PMO Reportable Benefit Guideline](#).

Benefits

The benefits for the Digital Client Onboarding project are:

Benefit Summary	Tangible / Intangible	Key Organization Goals	Target Metric to be Achieved	Report Date on Target Metric	Benefit Owner
Personal clients are provided with a more efficient way to onboard offering personal clients a better client experience.	Intangible	Improves client experience	Improve the time for clients to onboard from more than 45 minutes to less than 10 minutes. Measure the current time it takes to open an account (see CAPE research) vs the time it takes after implementation of DCO.	Immediately after Personal DCO implementation.	Christina Mullin
Expand CWB's footprint to new geographic areas.	Intangible	Diversifies our presence geographically	Acquire new clients in geographic areas where we currently do not have. Report of current geographic client data compared to new data.	12 months after DCO Program stream implementation.	Christina Mullin
Reduce staff time in Motive for responding to manual request of client onboarding that will be now be offered online	Intangible	Makes CWB more efficient and/or more productive	It is estimated to reduce the Motive staff time as clients will now have the capability to open accounts online themselves. Measure the current time it takes Motive staff to open an account vs the time it takes after implementation of DCO.	6 months after Full Motive DCO.	Christina Mullin
Motive and CWB Personal - Create capacity to re-focus people resources to other value added activities	Intangible		Automate the client onboarding process currently being completed manually (supported by time/motion studies)	6 months after DCO Program stream implementation.	Christina Mullin
Reduce staff time in CWB branches for onboarding Personal clients	Intangible	Makes CWB more efficient and/or more productive	Measure the number of accounts opened through the DCO that a staff member did not need to open on their behalf.	6 months after Personal DCO implementation.	Christina Mullin
Reduce staff time in CWB branches for onboarding Small Business clients.	Intangible	Makes CWB more efficient and/or more productive	Measure the number of accounts opened through the DCO that a staff member did not	12 months after Small Business DCO implementation.	Christina Mullin

Benefit Summary	Tangible / Intangible	Key Organization Goals	Target Metric to be Achieved	Report Date on Target Metric	Benefit Owner
			need to open on their behalf.		
Improving team members satisfaction for Personal DCO	Intangible	Improves the employee experience	Improve staff satisfaction to achieve an overall rating of 80% for Personal DCO onboarding. Survey after Personal DCO implementation that shows staff ratings of “Meets” or greater for the Personal onboarding process.	6 months after Personal DCO implementation.	Christina Mullin
Improving team members satisfaction for Small Business DCO	Intangible	Improves the employee experience	Improve staff satisfaction to achieve an overall rating of 80% for Small Business DCO onboarding. Survey after Small Business DCO implementation that shows staff ratings of “Meets” or greater for the Small Business onboarding process.	6 months after Small Business DCO implementation.	Christina Mullin

Financial Cost Benefit Analysis

The following is a summary of the Program cost benefit analysis. Full details are available in the [PMO Cost Benefit Analysis spreadsheet](#) on the project SharePoint site. The financials will be managed at the program level.

Category	Capital or NIE	Estimated Budget
Software	Capital	\$2,930,875
Labour	Capital	\$2,647,894
Other (Partner Travel)	Capital	\$80,000
Contingency	Capital	\$606,087
TOTAL PROGRAM CAPITAL		\$6,264,856
Software	NIE	\$723,275
Other	NIE	\$1,000,000
Labour	NIE	\$108,900

TOTAL PROGRAM NIE		\$1,832,175
TOTAL PROGRAM BUDGET		\$8,097,031

Note: The budget is currently with Finance under review to confirm the NIE and Capital allocations. Once complete an out of budget request will be submitted to address the delta.

5.0 Key Success Factors

The project will follow the same key success factors defined for the program within the [Program Charter](#).

The following factors must be in place in order for the benefits listed above to be enabled:

- Adherence to the [PMO Guiding Principles](#)

6.0 Project Completion Criteria

This project will be considered complete when the key deliverables have been completed, the technical changes have been deployed to production, and the transition to operations has been completed. The project will provide go live support for 60 days after the deployment.

7.0 Constraints and Dependencies

The following are the constraints for this project.

- There are time constraints due to the partners fixed price contract.

The following are the dependencies for this project related to other projects.

- Digital Banking Project for Small Business and Personal as it may leverage the client onboarding solution for opening accounts;
- CWB Mulesoft and Infrastructure Implementation Project in order to leverage the integration solution for T24;
- AML Financial Crimes Project in order to leverage any AML processes for automation into the account opening process;
- Identity and Access Management for client access and authentication through OKTA;
- New CDIC Compliance Requirements - CDIC New date capture requirements during Account Opening (primarily for Trust Accounts);
- Forms Enhancement Phase 1 - Branch impacts due to Forms Project that could overlap Digital Program Go Live Dates, OCM concern for staff;
- Private Cloud for T24 – The T24 environments will be moved from on-premise to the cloud. Will need to coordinate any changes to the digital T24 environments;
- IS Application Services - Equifax upgrade project – Will need to test the upgrade to ensure no impact to the Digital APIs for Equifax.

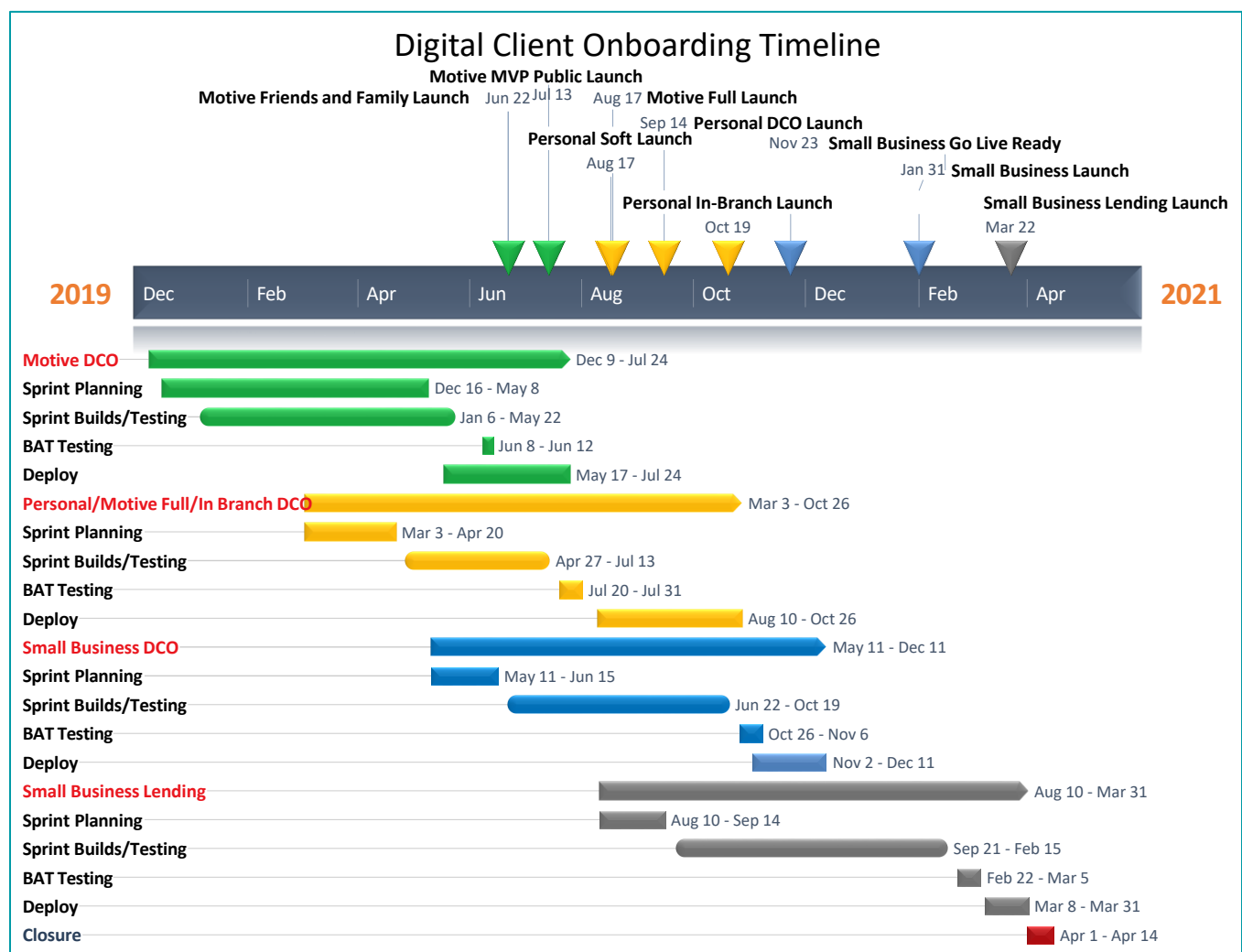
8.0 Project Approach and Timelines

Approach

This project will be executed following a blend of the agile and waterfall development methodologies. The delivery approach will follow the PMO's PDLC framework but will be rationalized to leverage established Digital Program oversight and delivery capabilities.

Key Milestones/Deliverables and Timeline

The following are the key milestones/deliverables and estimated timelines for this project. Timelines will be further refined during the planning phase.



The deliverables and dates outlined above have been drafted based on an understanding of the project scope, required tasks, development timeframes and resource availability at this point in time. As project planning

activities are completed and time elapses the dates may be modified. The Small Business DCO will be launched with the Small Business Banking project.

9.0 Stakeholders

The Stakeholders have been identified in the Digital Program Charter. Further details about the stakeholders of this project can be found in the [Digital Program Stakeholder Register](#).

10.0 Risks Summary

The project risks will be documented and managed in the [Digital Program Risk Log](#).

11.0 Project Governance

Project Structure

The project will follow the governance structure defined within the [Digital Program Charter](#).

Project Management Plan

This Project will follow the project management processes established by the PMO as defined in the [Digital Program Management Plan](#).


Project Communications

The project will follow the communications defined within the [Digital Program Charter](#).

12.0 Approvals

Authorization to Proceed:

Sign-off is required from the following people to proceed with this project based on the objectives, scope and responsibilities documented in this Project Statement:

Christina Mullin, VP Digital and Alternative Channels Business Program Owner	07/28/2020	Signature:	or	<input checked="" type="checkbox"/> Digital Approval (Click the box to select)
Jason Bond, Sr AVP Application Services Technical Program Owner Gerry Weber for Jason	07/27/2020	Signature:	or	<input type="checkbox"/> Digital Approval (Click the box to select)  RE Please Approve the DCO Project State
Jogi Nijjar, Program Manager, PMO	06/29/2020	Signature:	or	<input checked="" type="checkbox"/> Digital Approval (Click the box to select)
Kate Jekabson, Project Manager, PMO	06/11/2020	Signature:	or	<input checked="" type="checkbox"/> Digital Approval (Click the box to select)

Bruno Freitas, AVP, Program Management	06/12/2020	Signature:	or	<input checked="" type="checkbox"/> Digital Approval (Click the box to select)
Barb Keryliuk, Sr. Manager, PMO	06/11/2020	Signature:	or	<input checked="" type="checkbox"/> Digital Approval (Click the box to select)