



Taking organizational change to new heights

SaskEnergy is a Crown Corporation of the Saskatchewan government which delivers natural gas to 92 percent of the province through a 67,000 kilometre distribution system to over 347,000 customers. TransGas Limited is a wholly owned subsidiary of SaskEnergy responsible for the operation of natural gas pipelines. While successfully delivering services under one name, SaskEnergy/TransGas continued to operate largely as separate entities.

In 2015, the Government of Saskatchewan made changes to the Saskatchewan Employment Act that impacted the roles and responsibilities of employees and bargaining units across all Crown Corporations. As a result, SaskEnergy/TransGas were required to review their organizational structure and ensure the roles and responsibilities of employees – both unionized and non-unionized – were in line with the new requirements.

It was this enterprise priority that continued a long and evolving partnership with KPMG. Our team was engaged by SaskEnergy to conduct this organizational review to ensure compliance with the new legislation. In order to leverage their combined resources, eliminate overlap, and better serve its clients, SaskEnergy/TransGas recognized this as an opportunity to better integrate the organizations operations.

Through a cross functional team that included both Calgary and Regina partners, KPMG formed its own multi-disciplinary team of utility, organizational, and change management consultants. It was a complex engagement with wide-reaching implications for SaskEnergy/TransGas' unionized and non-unionized workforce. As such, it demanded engagement across Saskatchewan with SaskEnergy/TransGas employees and leaders; as well as consultations with KPMG's internal network of industry experts.

With our deep understanding of SaskEnergy/TransGas' business, the extensive consultations conducted, and the expertise of the team, KPMG developed and revised SaskEnergy/TransGas' roles and responsibilities for both in-scope and out-of-scope employees; recommendations for improved effectiveness and efficiencies; a recommended new organizational structure and a transformational roadmap for implementation. KPMG's engagement supported SaskEnergy/TransGas in their effort to charge forward with a plan that would bring them in line with the province's new legislation while considering the careers and livelihoods of all who would be affected.

"KPMG, and in particular Susanne DiCocco and her team, were instrumental in challenging us to envision the future." Says Maria McCullough, Director, Labour Relations and Staffing, SaskEnergy, "While the legislated changes initiated the review, the value KPMG added to the process was multifaceted and considered the various stakeholders and their perspectives."

What started as a mission to review roles and responsibilities for SaskEnergy/TransGas' operations now continues as a thriving partnership marked by strong leadership and energizing new approaches.

We know how your business works.

