

**REPLY BY THE MINISTER OF THE ENVIRONMENT DEPARTMENT
TO QUESTIONS ASKED PURSUANT TO RULE 6 OF THE
RULES OF PROCEDURE BY DEPUTY PETER GILLSON**

Please note that the reason I am asking these Rule 6 questions of all departments is due to the significant operational differences between departments, differences which may mean the impact of introducing SAP could differ in significance between functional areas for each department.

The consensus of the replies to my Rule 6 questions of 6 June, 2013 is that the full benefits of the SAP system will not be known for some time, until it is fully bedded in. Logically the only way a meaningful assessment of the changes in efficiency in service provision resulting from the introduction of SAP can be identified is by having benchmarked the pre-SAP service levels so they can be compared with service levels post-SAP introduction.

I have asked T&R, as the lead department, for details of what generic standards/comparators will be used for benchmarking to measure changes in efficiencies in service provision as a result of the introduction of SAP. The purpose of these questions is to identify any departmental specific benchmarking which may exist.

Question

Was it considered appropriate for any departmental specific standards/comparators to be used for benchmarking? If so, please detail by function, i.e. Estates, Financial, Procurement, HR – management and HR – recruitment?

Answer

No.

Question

If the answer to question 1 is yes, may I have an example of the departmental specific baseline data as well as confirmation of when it was collected and collated into baseline data?

Answer

Not applicable.

Question

I appreciate that there may be valid reasons why departmental specific benchmarks are not appropriate. If the answer to question 1 was no, I would like to understand why it was thought appropriate not to have any departmental specific base line assessments of pre-SAP service standards. Would you explain the reasoning?

Answer

SAP was/is intended to remove transactional functions from Departments and to deal with them centrally. By doing so the expectation was/is that duplication would reduce and that staff savings would result. The Department's staff involved in these transactional functions moved out of the Department at the same time the functions were centralized. In effect the service simply moved from location A to location B and the rationalization took place at location B. There was no expectation that this would result in inefficiencies within the Department and no reason to expect such inefficiencies as the relevant "transactional functions" had been removed from the Department. As such there was no perceived need to bench mark the transactional services previously delivered by the Department and now delivered by the HUB. The value of such a benchmarking exercise is debatable because each transaction has a number of variable elements, making it virtually impossible to assign a 'standard time' to each type of transaction. Such an exercise would also be a costly process in terms of staff time.

Question

As noted above, I assume that prior to the system change-over either departmental staff or the SAP project team would have produced, for the more generic comparators, some pre-SAP baseline data relating to your department:

- *Was any such baseline data produced for your department?*

No. During the project, the Project Team gathered data from the Department. This included an estimate of transaction volumes and percentage of staff time spent dealing with certain tasks. It was from this data that the HUB and Department staff team structures were determined.

- *If so may I have an example of the data?*

Not applicable.

- *If so please confirm when the data was collected and collated into baseline data?*

Not applicable.

Date of Receipt of the Question: 2nd July 2013

Date of Reply: 12th July 2013