

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

Question

1. *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

The Department maintains a proactive stance towards the collation of management information and operates an internal performance management framework that is not related to those functions that come under the SAP system. The Department is not aware that, pre-SAP, any States-wide performance standards were made available to adhere to in the areas mentioned. The Department acknowledges that SAP's strength is that it is a highly integrated system and automates manual and paper-based processes that otherwise make the gathering of performance data more cumbersome and time-intensive. The Department is therefore confident that, over time, the States will have more robust and immediate access to the management information that it requires and that any independent post-implementation reviews will identify shortcomings and adequately resource and prioritise their solution within a phased and sequential timeframe to the benefit of all Departments.

Question

2. *If the answer to 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

As outlined in the Department's answer to Question 1, there is no departmental specific baseline data available to supply.

Question

3. *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

The answer to question 1 acknowledges the absence of States-wide standards of performance for common functions pre-SAP. The Department welcomes the opportunity that the SAP project has presented the Department, and the States as a whole, to rationalise its working practices and have common access to management information.

Question

4. *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?*
- *If so may I have an example of the data?*
- *If so please confirm when the data was collected and collated into baseline data?*

Answer

The Department is not aware that this exercise was conducted.

Date of Receipt of the Question:

2nd July 2013

Date of Reply:

17th July 2013