

**REPLY BY THE CHIEF MINISTER OF THE POLICY COUNCIL TO QUESTIONS ASKED PURSUANT TO RULE 6 OF THE RULES OF PROCEDURE BY DEPUTY P 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 objectives for the implementation of SAP were set out in a Report which was considered and approved by the States on 26 October 2011 (Billet d'Etat XVII) One of the prime motivators for introducing a consistent approach to a number of common processes across the States, whether in relation to financial matters, procurement, HR and so on, whereas previously few standard processes existed. Departments had developed differently over time due to the devolved nature of the organisation, many working practices were paper based and if they were measured there were no common standards. As a result although the Project Team considered the question of specific baseline benchmarking it came to the conclusion that it simply would not be possible to collate benchmark data on workflows that would be meaningful, timely or comparative.

However the strength of SAP is that in future and over time, the States will have a far more access to robust management information.

In short, the answer to your question is that it was not considered appropriate for departmental specific standards /comparators to be used for benchmarking.

**Question 2**

*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**

As explained in the answer to question 1 there is no departmental specific baseline data available for the Policy Council in this context.

**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 baseline assessments of pre-SAP service standards. Would you explain the reasoning?*

**Answer**

This issue has been addressed in the answer to question 1.

## 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

Again the answer to Question 1 explains why such data was not collated into baseline data.

**Date of Receipt of the Question:** 2 July 2013

**Date of Reply:** 17 July 2013