

SAP: HR AND FINANCE BUSINESS TRANSFORMATION PROGRAM

Finance, Asset Management & ICT
February 11, 2020

Current Situation

- Foundational business processes are siloed and less than optimal
- Solutions are upward of 20 years old
- Revenue solution is unsupported and built on old technology
- Approaching end of guaranteed support of some business solutions
- Some solutions were never implemented from early 2000's project
- Halifax has grown as a city since original project requirements
- Auditor General reported multiple recommendations for solution improvements

WHAT ARE WE TRANSFORMING?

The program is comprised of 5 separate business transformation projects:

- Revenue
- Financial Accounting and Reporting
- Procurement
- Human Resources:
 - Employee and Manager Self Service
 - Recruitment Management and Marketing
 - Onboarding
 - Learning Management
- Scheduling and Time and Attendance*



*Scheduling and Time and Attendance is a previously approved project which is being placed under the program due to the interconnections with the other projects.

WHY TRANSFORM THE BUSINESS NOW?

- Technology has changed exponentially over the last 20 years and with that expectations for a modern digital city has increased from citizens, vendors, leaders, employees, and partners.
- The changing pace of technology external to the city requires backbone solutions to stay current with modern technologies to allow better collaboration to support such business processes as:
 - Vendor proposals and procurement of goods/services
 - Calculate/collect revenue (property taxes, parking, permits, recreation);
 - Maintain accurate financial records and pay invoices
 - Managing the workforce (recruitment, training, certifications)
 - Solutions with direct data input to avoid duplication of effort and reduction of errors
 - Timely sharing of information to maintain solution access and security

WHY TRANSFORM THE BUSINESS NOW?

- Improve user experience supported in modern technology.
- HRM is modernizing citizen and vendor facing solutions such as Recreation, Permitting and Licensing, and Parking which require connections to the backbone solutions that operate the city
- Growing organizational demands for data to support evidence based business decisions
- Reduce critical risk of Revenue managed in an unsupported solution.
- Reduce risk for solutions approaching end of contract or end of guaranteed support.
- Reduce risk resulting from an increasing local and world wide demand for project management, business analysis, change management, and/or SAP implementations resources



Business Transformation Program will:

- Provide strong program governance
- Develop business processes aligned to best practice
- Improve data to support delivery of citizen services
- Streamline interfaces to solutions directly supporting municipal services such as Recreation, Transit, Fire, Parking, Permitting and Licensing
- Develop “out of the box” solutions
- Focus on and support organizational and business change management

