**REPLY BY THE CULTURE & LEISURE DEPARTMENT
TO A QUESTION ASKED PURSUANT TO RULE 6 OF THE RULES OF
PROCEDURE BY DEPUTY PETER GILLSON**

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

The Department had developed its own working practices that were largely paper based. These were not benchmarked in terms of the time it took to process or complete service provision as the introduction of SAP provided opportunity to fundamentally alter the manner in which this work was undertaken.

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

See answer to question 1.

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

Differing work practices and procedures existed across the Departments and it would have been necessary to first seek to standardise these throughout the States of Guernsey prior to the introduction of SAP. This would have been the only way to produce meaningful and consistent data against which performance could be benchmarked. In addition, opportunity was taken through SAP to introduce much needed additional financial safeguards and controls which, to varying extents, had been previously absent. These would have served to further distort any meaningful and accurate comparison.

In short, such was the extent of the change to processes and procedures which SAP sought to standardise through a corporate approach across the whole of the States of Guernsey, it would have made it extremely difficult to provide an accurate and meaningful like for like comparison.

SAP will also provide the opportunity for the Department to have meaningful management information against which it can benchmark its future performance in ways in which it would not have been previously able to do.

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?*

Answer

No. The emphasis was on taking the opportunity of centralising functions and processes through SAP to create savings. The central project team did gather data in this respect from the Department which included estimates of transaction volumes and the percentage of staff spent dealing with certain tasks. It was from this data that the Hub and Departmental staff structures and the associated FTP savings in staff time were determined.

Question

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

Answer

Please see above.

Question

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

Answer

Please see above.

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

Date of Reply: **17 July 2013**