**REPLY BY THE MINISTER OF THE SOCIAL SECURITY DEPARTMENT
TO QUESTIONS ASKED PURSUANT TO RULE 6 OF THE
RULES OF PROCEDURE BY DEPUTY M LOWE**

Question 1

*Have any external or internal post go-live reports been produced for your
Department/Board/Policy Council since SAP went live?*

Answer

Yes.

Question 2

If so, how many?

Answer

One report was tabled at the Department meeting of 18 June 2013 when it considered a draft
response to Rule 6 questions submitted by Deputy P Gillson.

Question 3

Would you provide a copy of the latest internal report?

Answer

Yes, please see attached.

Question 4

Would you provide a copy of the latest external report?

Answer

There have been no external reports.

Date of Receipt of the Question: 9th August 2013

Date of Reply: 21st August 2013

As a result of SAP system efficiencies and management processes in SDD

Have got Worse

H.R.

- SSD's H.R. System enabled all staff, managers & H.R. to have visibility of absences, holidays and was user friendly. SAP has limited functionality in comparison
- SAP error has resulted in an overpayment of a member of staff on sick leave. This never occurred with SSD's system and process
- E-Recruitment is not working and the manual work around is inefficient
- 5 improvement initiatives have not moved in 18 months due to lack of HR staff
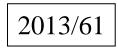
Finance

- Additional workload required as result of SAP being unable to allocate and post certain income and expenditure entries
- As at June 2013, still unable to report management information from SAP
- Additional reconciliation to daily interface to SAP
- Queries from suppliers re payment and invoices scanned have went missing.

Procurement

- 0.5FTE employed for past 6 months to resolve set up, training and communication issues to avoid financial and reputational risk
- 37 invoices (10%) overdue for payment – this did not happen pre SAP
- Interventions and scarce time spent to avoid 'on stop' and financial charges for suppliers
- Heating oil
- Fund Advisor

As a result of SAP system efficiencies and management processes in SDD

Have got Worse

SSD has seen the very difficult situation that has arisen in the SAP implementation and has and is providing support in the form of

- Secondments to the HUB to help process backlog paperwork
- Facilitating the Finance group to diagnose, prioritise and confirm plans
- Assisting procurement and HR set ups

It is evident that the project is suffering from a lack of

- Investment in experienced staffing, training (not education)
- Help Desk systems to effectively monitor and report volumes, issues, risks
- Co-ordinated communication and project plans

The staff in the Hub are working very hard despite all of this but there are risks