SAP: HR AND FINANCE BUSINESS TRANSFORMATION PROGRAM

Finance, Asset Management & ICT
February 11, 2020
• 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
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.
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
• 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 worldwide demand for project management, business analysis, change management, and/or SAP implementations resources
• 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