



ROC upgrades SAP landscape to help keep Sussex Police up to date

Introduction

Sussex is one of the larger non-metropolitan force areas, covering the long coastal strip from Hastings and Rye in the east to Chichester in the west and inland as far as Crawley. It serves 1.5 million residents, plus thousands of visitors each year.

To provide an effective service in such a large and diverse region Sussex Police divides the county into 16 policing districts, allowing them to maintain a visible presence and safe environment. HR plays a considerable part in the success, providing strategic input and management processes, and ensuring officers are resourced, allocated and provided for appropriately. HR and SAP Human Capital Management (HCM) systems are integral to the success of the overall policing operation.

Challenge

Sussex Police realised, in late 2007, that it needed to upgrade its existing SAP systems to increase efficiency of HR management and meet legislative requirements. Both finance and procurement departments also benefited and the organisation gained both new functionality and future expansion options. One regulatory change, affecting public sector pensions, was impending during the implementation phase, constraining the project tightly by the fiscal year.

Mark Eade, Deputy Head of Sussex Police's IS Department, explained: *"We really needed to get the system online for the new fiscal year. There were changes occurring within public sector pension legislation that affected the police, so changing to the new system made compliance with new requirements much easier. But, it did constrain us to a six month implementation."*

Inherent complexity, the need to operate 24/7/365, changing shift patterns and variable time-logging locations all present management challenges to the organisation.

Mark Eade, explained: *"The Force has to be completely appraised of its active human resources at any moment and be able to deploy them efficiently and effectively all the time – quality HR systems are essential to this. Our systems must be able to manage duties, tell us who is and who isn't working, and generally give us a real time view of all officers so the police can effectively serve its communities."*

Sussex Police decided to overhaul its SAP HCM suite, underlying IT infrastructure and back-end Oracle database, to ensure it was fully supported for future SAP upgrades and to gain access to greater functionality within the new version (ECC6).

"We wanted to make sure we were as current as possible. This meant the organisation would be well placed in terms of product support and for future HR developments. We also realised that there could be improvements in employee self-service with the new version," commented Mark Eade.





ROC Case Study Continued

ROC Solution

ROC delivered the solution in three stages: Assessment, Realisation and Go Live. During phase 1, ROC examined individual HR components to ascertain what Sussex Police needed from the new system. Importantly, they also surveyed the user community for their input. Due to the magnitude of changes that were to take place, it was important that ROC and the payroll team collaborated closely with future users to determine how much change management was needed around the project. On completion of phase 1, ROC understood the exact cost, scale & level of disruption the project could entail.



“Owing to the pensions legislation changes we were left with a very short delivery timescale. Sussex Police have worked with ROC for sometime so we knew they would be able to deliver. They also gave us Director level support from the start so we knew the project was a real priority for them,” said Mark Eade.

Phase 2 focused on Realisation: taking the standard SAP HCM solution and moulding it to match Sussex Police’s current and future requirements. The ROC project team handled the technical upgrade, project governance and ensured appropriate management structures, roles and responsibilities were in place. The project team then procured the hardware and implemented the physical side of the project. On completion of the initial implementation and user sign-off, a test version of the new system was made available to target users, who were then able to provide feedback.

When all feedback, refinements and testing were complete, ROC moved to the final phase: Go live. Several important stipulations were made by the client that created additional challenges. Firstly, the transition period could take no longer than a week and, secondly, there could be little deviation from business as usual. ROC could not simply ask staff to stay at home; the policing operation had to continue regardless of downtime or other interruptions.

Benefits

ROC delivered the upgrade within the stipulated six month timeframe, meaning that Sussex Police was ready for the pensions legislation changes and could process payments without disruption.

Mark Eade commented, *“It was essential the upgrade was completed within six months to comply with the pensions changes and I’m pleased to say we made it. The upgrade has provided us with a system that is functional, up to date and supportable and that also gives us several options for future development.”*

Just six months after the upgraded SAP system went live, Sussex Police was already deriving many improvements. Many benefits have come from the additional functionality, including a plan to implement fleet management and improvements to time management. These changes will deliver greater efficiency gains, enabling more effective use of dynamic police resources.

Sussex Police has also increased the use of employee self-service to drive efficiency in time logging and management of personnel. Other benefits are being leveraged through the implementation of Supplier Relationship Management (SRM), enabling Sussex Police to better integrate with suppliers, improving costs and efficiency of supply.



Making HCM a Business Priority

About ROC

ROC is a leading global SAP HCM specialist, delivering HCM business and technology solutions across the employee lifecycle, from process design through implementation and application support. ROC also provides a full range of consultancy services – training and change management – to support HCM technology implementations. ROC is an accredited SAP HCM Services Partner and has achieved Special Expertise Partner status in the field of SAP HCM. The company has over 300 consultants globally and has domain expertise across all industry sectors.

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