

**Management’s Response to the Auditor General’s
Review of the City SAP Competency Centre**

<u>Rec No</u>	<u>Recommendation</u>	Agree (X)	Disagree (X)	<u>Management Comments:</u> <i>(Comments are required only for recommendations where there is disagreement.)</i>	<u>Action Plan/ Time Frame</u>
.	<p>The City Manager, in consultation with the Chief Information Officer, review the current reporting structure and relationships between divisional SAP representatives and the Competency Centre with a view to:</p> <ul style="list-style-type: none"> a. minimizing delays in the completion of SAP projects b. ensuring that the ownership of certain SAP modules is clarified and workable c. ensuring that there is an appropriate segregation of duties between SAP divisional staff and the SAP Competency Centre. 	X		This will require consultation with the HR, Payroll, Facilities, Real Estate, Accounting Services Division heads	A proposal will go to City Manager from I&T by Q4 2010

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2.	The City Manager in consultation with the Chief Information Officer formalize a policy to require adherence to SAP best practices for all City-wide SAP projects, and implement quality assurance measures to ensure such practices are followed.	X		SAP CC already uses best practices within all SAP projects managed by the SAPCC. This initiative will require adoption of these best practices by all City Divisions that have SAP projects. It will be impacted by the timing and implementation of point 1 above.	A proposal will go to City Manager from I&T by Q4 2010
3.	The Chief Information Officer establish a formal process for the SAP Competency Centre to develop and maintain the Integrated SAP Work Plan as part of the existing SAP governance model.	X		There is a formalized process within the SAP governance model that meets today's needs. This process needs to be enhanced to meet the new requirements. The SAPCC, in conjunction with SAP governance will propose enhancements to this process.	A proposal will go to SAP Steering committee by November 2010

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4.	The City Manager in consultation with the Chief Information Officer establish a formal process for ensuring those assigned accountability for overseeing SAP projects understand the City SAP environment and have sufficient knowledge and expertise in SAP best practice and methodology.	X		The SAP CC ensures that all those assigned to SAP CC projects have a solid understanding of the City's SAP environment and have sufficient knowledge and expertise in SAP best practice and methodology. The SAPCC will need to formalize that process.	A proposal will go to City Manager from I&T by Q4 2010
5.	The Chief Information Officer include SAP Competency Centre service level expectations in formal service level agreements currently being prepared between operating divisions and the Information and Technology Division.	X		This will be added to the SLA implementation underway by the Business Enablement Client Services (BECS) section of corporate I&T	This will be aligned with the timetable for the IT transformation initiative

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6.	The City Manager establish a process for maintaining a single repository for SAP related issues and risks, and the Chief Information Officer establish a formal process for collecting, addressing and reporting on such risks.	X		The SAPCC has this planned out and will be implementing a central repository with the approved SAP Landscape Upgrade project.	Q3 2011 for the implementation by the SAPCC of the central repository.
7.	The Chief Information Officer develop SAP Competency Centre performance measures and standards. Such measures and standards should monitor ongoing performance.	X		The SAPCC will work with the City of Toronto Data Centre to create and monitor performance measures. The scope of this process will depend on the results of point 1 above. Corporate I&T is proposing a City wide Enterprise System Management Strategy (ESMS) capability and SAP will be included in that monitoring component of ESMS.	A proposal to acquire and implement an ESMS solution is underway now. Upon approval, this project will have a 2-3 year implementation.