

Support HCM Enhancements and Ancillary IT System Development

Erie County Personnel Department :: Brian C. Bray, Commissioner

The Missed Opportunity of SAP in Erie County

- When Erie County first transitioned to SAP in 2004, the vision was clear: implement a flexible, enterprise-wide platform that could grow with the County's operational needs—including modern human resources functionality.
- But what was initially deployed was a barebones system, focused solely on replacing the aging SFG platform. At the time, it was expected that SAP's capabilities—particularly in personnel administration—would be expanded in the years to come.
- Then the Red/Green Budget Crisis hit. The County suffered a severe loss of staff, and SAP development came to a halt.
- For the past two decades, no significant HRIS enhancements have been made.
- What we have today is essentially a 2004-era barebones system—lightly updated, but still stuck at a foundational electronic level with minimal automation or integration.

The Opportunity in Front of Us

- The County is now upgrading SAP to the HANA platform—a major modernization investment.
- For the first time, this upgrade provides access to SAP SuccessFactors, SAP's advanced Human Capital Management (HCM) system.
- This gives us a strategic opening to finally implement the HR enhancements that were deferred after the 2004 crisis.
- But access alone is not implementation. The base upgrade does not include SuccessFactors configuration or rollout.
- **If we don't act now, we risk repeating the pattern:** having powerful tools available, but never activated.

SAP SuccessFactors: A Modern Human Capital Management (HCM) Platform

SAP SuccessFactors is SAP's cloud-based HCM suite used by governments, universities, and major corporations worldwide to manage their workforce more effectively.

It provides:

- End-to-End Employee Lifecycle Management: From recruitment and onboarding to retirement.
- Digital Performance and Goal Tracking: Replaces paper evaluations with customizable tools for feedback and development.
- Centralized Employee Records: Cloud-based, searchable, secure, and reportable.
- Built-In Learning and Training Tools: Supports compliance, certifications, and professional development.
- HR Analytics and Dashboards: Real-time insights into turnover, vacancies, leave, demographics, and more.

Implementing SuccessFactors and Modernizing HR Systems

- To take full advantage of the SAP HANA upgrade, we propose:
 - Engaging external consultants to implement and configure SAP SuccessFactors—bringing modern HR capabilities online for the first time in County history.
 - Developing complementary systems using OnBase and SharePoint to handle functions where SAP may not be optimal (e.g., document automation, collaborative workflows).
 - Securing software licenses and integration tools needed to support these enhancements.
- This approach allows us to fully modernize our workforce systems without overburdening DISS staff, which is focused on core SAP operations and maintenance.

What This Investment Will Deliver

- **Streamlined Onboarding & Training:** Automate new hire setup, reduce paperwork, and standardize employee orientation across departments.
- **Centralized Personnel Records:** One secure, searchable source of truth for employee data—accessible in real time.
- **Modern Performance Management:** Built-in tools for evaluations, goal setting, and feedback—replacing outdated manual forms.
- **Integrated Payroll, Benefits & Leave:** Reduce errors, improve accuracy, and minimize duplication across systems.
- **HR Dashboards & Analytics:** Access key workforce metrics and make data-informed personnel decisions.

Capital Request

HCM Enhancement Consulting (SAP-focused) (e.g., performance management, workforce analytics, digital forms)	\$350,000
Ancillary System Development (OnBase/SharePoint workflows, SAP integration support)	\$175,000
Software Licenses (e.g., OnBase modules, SharePoint enhancements, connectors)	\$50,000
Contingency	\$50,000
Total	\$625,000

Real-World Example – No More Passing Probation by Default

Today's Reality:

- Probationary periods are tracked manually—no central system, no automated alerts.
- HR relies on department staff to remember deadlines or respond to reminder emails.
- If no action is taken in time, employees automatically become permanent and gain Section 75 rights.
- This limits the County's ability to address underperformance or other issues.

With SuccessFactors:

- Automated alerts notify HR and department heads as probation deadlines approach.
- Supervisors are prompted to make an affirmative decision:→ “Do you recommend this employee for permanent status?”
- A probationary dashboard displays who is on probation, how much time remains, and any required actions.
- Performance documentation is centralized and easily reviewed during the probation period.

Real-World Example – Increments Can Stop Being Automatic

Today's Reality:

- Salary increments are meant to reward adequate performance—but there is no centralized or enforced evaluation process.
- Inadequate performance is rarely documented.
- As a result, over 99% of employees receive an increment, regardless of performance.
- Supervisors are not held accountable for completing evaluations, and there's no system to track who has or hasn't been reviewed.

With SuccessFactors:

- Supervisors can be required to complete electronic evaluations before an increment is approved.
- HR and department heads gain visibility into evaluation completion rates.
- Poor performance can be documented, and increments withheld where appropriate.
- Employees receive clear, documented feedback—incentivizing improvement.

Real-World Example – Onboarding Bottlenecks

Today's Reality:

- Because we lack a system to track onboarding tasks after an employee starts, we require everything—forms, trainings, acknowledgments—to be completed before Day One.
- This causes delays in start dates, frustrates hiring departments, and creates extra work for HR staff.
- Paper-based processes are harder to manage, track, and verify.
- Departments are left in limbo, unsure when a new hire will be cleared to begin work—creating scheduling and coverage issues.

With SuccessFactors:

- Employees can begin working sooner, with onboarding tasks completed electronically in a phased, trackable process.
- HR and supervisors can monitor progress through an onboarding dashboard.
- Required documents, policy acknowledgments, and trainings are automatically assigned and logged.
- Improves compliance, consistency, and reduces administrative delays.

Any questions?