



SPANISH CIVIL GUARD

INSTITUTION USES SINGLE SAP® PLATFORM TO MANAGE HUMAN RESOURCES MISSION

QUICK FACTS

“By choosing a standard ERP solution, we could be sure of meeting our agreed objectives, protecting our future investments, and managing the growth of our IT infrastructure – while creating new services and implementing new functionality.”

General José Luis Becerra Durán
Head of Technical Services
Spanish Civil Guard

Organization

- Name: Spanish Civil Guard
- Location: Spain
- Industry: Public Sector
- Products and services: Security services and law enforcement
- Employees: 76,000
- Web site: www.guardiacivil.org (Spanish language only)
- Implementation partner: IECISA

Challenges and Opportunities

- Establish common platform for law enforcement and security to help deliver improved level of security and safety
- Enhance crime prevention, security and safety operations via integrated and transformed management of resources, information, and personnel
- Improve overall performance and optimize use of all assets, knowledge, and skills

Objectives

- Enhance ease of use for administrative staff
- Improve value-added services
- Improve efficiency of internal services
- Simplify communication between different teams, departments, and functions
- Simplify communication between employees and members of the force
- Standardize information and apply best practices for use

SAP® Solution and Services

SAP® ERP Human Capital Management solution

Implementation Highlights

- 3-level project management strategy
- Strong engagement of user community
- Creation of reliable, flexible template for future IT projects

Why SAP

- Best fit to cover key law enforcement and security needs
- Scalability to meet future demands
- Potential for fast ROI

Benefits

- Integration of HR operational requirements in a single solution to better support mission readiness
- Consolidation of systems into a single environment to ensure data integrity and accurate resource allocation
- Standardization of information and reduced redundancy
- Improved system availability for administration and operation
- Automated and simplified processes
- Economies of scale via integration of operations with standard public administration services
- Focus on new information technology to enable more efficient security services

Existing Environment

COBOL-based client-server HR applications

Third-Party Integration

- Database: Oracle 9i
- Hardware: Sun Enterprise servers
- Operating systems: UNIX and Sun Solaris



GUARDIA CIVIL

In response to the challenges of its 21st-century security and law enforcement mission, the Spanish Civil Guard developed a comprehensive plan in 2003 to improve its information and communication systems. The goal was to implement the most suitable information technology to meet operational, administrative, training, technological, and organizational needs. During its planning process, the institution identified its human resources function as a key area for transformation.

With 76,000 personnel dedicated to security and law enforcement, this key security institution depends on the sound management of human resources for the success of its work. Hampered by obsolete procedures, less-than-efficient day-to-day personnel management, and redundant information, the Civil Guard's legacy IT systems were no longer up to the task. What was needed was a modern, robust, and reliable IT solution that would adequately support the organization's HR needs. The result was the "NERHU" initiative, a long-term project to create a new IT environment based on the SAP® ERP Human Capital Management (SAP ERP HCM) solution.

"The NERHU project," says General Cándido Cardiel Ojer, assistant general director of support at the Civil Guard, "will ensure better quality information within the organization and also in our dealings with other government entities essential to the achievement of our mission. Moreover, NERHU enables us to develop projects that will lead to a comprehensive modernization of the Civil Guard."

Playing a Key Role in Spain's Security and Law Enforcement

The Civil Guard's personnel carry out their security and law enforcement duties in 2,600 locations in Spain, the majority of them in rural areas. Of the total force, 46,000 personnel deal mainly with domestic security. There are also 25,000 specialist personnel attached exclusively to special units ranging from rapid reaction forces and anti-terrorist units to judicial police and environmental protection enforcement.

The institution answers to two governmental bodies: the Ministry of the Interior with regard to services, payroll, appointments, and resources, and the Ministry of Defense for personnel promotions and missions of a military nature.

Legacy System Grown Outdated

The legacy system for handling HR-related needs developed over time and was based on applications created with the COBOL programming language. The applications included systems for managing staff, assets, property and

buildings, as well as personnel health and academic records. One goal of the NERHU project was to replace this outdated IT environment with a state-of-the-art technology infrastructure that would serve the Civil Guard well for many years to come.

Meeting Complex HR Demands

Managing the institution's human resources is a complex business. Over and above the demands of administering such a large workforce, the organization has to take into account the legal ramifications that frame much of its security and law enforcement work. For example, HR processes have to accommodate personnel who often have varying legal statuses and non-standard professional qualifications. Many Civil Guard positions require a certain mix of qualifications for the task, and this skill mix is now more visible and deployable. Moreover, the institution's HR organization is characterized by an emphasis on hierarchical structures; the standard methodologies and tools of the new SAP solution would need to incorporate specific requirements for organizational structure.

The institution weighed the options of using either a standard enterprise resource planning (ERP) solution or a customized solution. Analysis showed the standard SAP solution to be the better choice. The SAP ERP HCM solution would meet the organization's objectives in a number of ways. The solution would improve the efficiency of the personnel department's management processes. The organization's commitment to



“The project is developing with a high level of commitment on all sides, and we believe that this is one of the main reasons for its success.”

Lieutenant General Pascual Solís Navarro,
Assistant General Director of Personnel,
Spanish Civil Guard

installing new versions and upgrading the platform would also guarantee against technological obsolescence. In addition, the SAP standard solution offers scalability to accommodate new services and functionalities, as well as a faster ROI because of new HR services and reduced maintenance costs.

Not only did the Civil Guard want the best solution to transform its HR IT platform, but it also wanted to enlist the help of the most capable experts to make the implementation of the SAP

computer services. Good project organization was paramount.

The project was based on the effective use of three main components: processes, personnel, and IT support. Improved processes would help facilitate more dynamic and flexible operations, personnel would be a critical success factor in handling the changeover to the new environment, and the right IT support would serve to simplify implementation of the technological solutions. The NERHU project timeline was divided

highest level, a management committee made key decisions and made sure the agreed strategy was correctly followed. Below that, a follow-up committee focused on monitoring the project timeline, functionality, and scope and proposed appropriate corrective measures when necessary. Finally, a works committee, representing the groups responsible for the project's execution, oversaw the actual implementation.

Throughout the implementation, the project team leaders recognized the importance of good communication, not only within the team and its different levels, but also beyond that into the user community. Input was solicited from personnel and a related Web page provided up-to-date information as the project progressed. “The project is developing with a high level of commitment on all sides,” says Lieutenant General Pascual Solís Navarro, assistant general director of personnel at the Civil Guard, “and we believe that this is one of the main reasons for its success.”

“The NERHU project will ensure better quality information within the organization and also in our dealings with other government entities essential to the achievement of our mission. Moreover, NERHU enables us to develop projects that will lead to a comprehensive modernization of the Civil Guard.”

General Cándido Cardiel Ojer, Assistant General Director of Support, Spanish Civil Guard

software a success. Accordingly, the institution selected IECISA – a prestigious SAP implementation partner in Spain, recognized especially in the public sector – for the NERHU project.

Project Organization: A Critical Success Factor

Because of its scope and importance, the NERHU project affects the entire institution. As a result of its far-reaching implications – both cultural and organizational – the project has required the active participation of key groups within the Civil Guard – human resources, information technology, and the operations departments, including

into five distinct phases, to be implemented sequentially between October 2003 and September 2009. The first four phases focused on implementing functionality for organizational and personnel management, payroll, recruiting, procurement, and personnel evaluation and promotions. The final phase is scheduled to cover the functional areas of disciplinary management, safety, training, and documentation. The last phase will also include migration to a later version of the SAP solution.

Three-Level Project Leadership

The Civil Guard established a three-level structure to manage the project. At the

Benefits of an Integrated Solution

The organization established clear goals for its new HR environment. It wanted ease of use for administrative staff, better value-added services, improved efficiency of internal processes, simplified communication between different units of the Civil Guard and also between employees and members of the force, standardized information, and best-practice usage. The institution also wanted to come away with a reliable and flexible project model and methodology that could be used in later IT initiatives.

Completion of the project has brought many benefits. Thanks to SAP HCM ERP, the HR organization now operates with a single, integrated solution that meets the operational requirements for all the various employee groups. And, as each project phase is completed, the team has created new user interfaces to the numerous existing databases and applications. The consolidated IT environment also assures data integrity. Standardized information and best-practice usage helps avoid data redundancy. System availability for administration and operations is also improved.

Reporting has been optimized and simplified and HR processes are now automated. For example, payroll processing, which used to have its own department and database is now fully integrated into the HR organization. Also, tax calculations – previously performed outside the payroll system – are now part of the integrated HR payroll process. Payroll is much more efficient. It used to require nine different calculation processes; now a single process handles everything.

Moreover, the institution benefits from economies of scale by incorporating process management into the standard public administration processes. Finally, the organization is now focused on new information technologies. In fact, future IT projects will also reap the benefits of the NERHU initiative – the organizational structure used for NERHU will act as a basis for other projects and as a support for new management procedures.

Future Plans for Harnessing SAP Technology

In addition to transforming HR management, the project team also plans to evaluate other key areas of operations, such as financials and logistics – areas already earmarked for improvement. Because the SAP solution enables easy integration of these functional areas, the Civil Guard hopes to extend its success with HR in an even broader, more fully integrated IT solution for the future.

50 090 322 (08/07)

©2008 by SAP AG

All rights reserved. SAP, R/3, xApps, xApp, SAP NetWeaver, Duet, PartnerEdge, ByDesign, SAP Business ByDesign, and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP AG in Germany and in several other countries all over the world. All other product and service names mentioned are the trademarks of their respective companies. Data contained in this document serves informational purposes only. National product specifications may vary.

These materials are subject to change without notice. These materials are provided by SAP AG and its affiliated companies ("SAP Group") for informational purposes only, without representation or warranty of any kind, and SAP Group shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP Group products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.