

SAP Customer Success Story Defense and Security



“The ‘mySAP – Innovation’ project led to huge gains for the institution. Processes were standardized and reorganized.”

Luisa Proença, Head of Planning and Technical Assistant, Polícia Judiciária, Portugal

AT A GLANCE

Summary

When Portugal's Polícia Judiciária (PJ) set out to reorganize and modernize its administrative structures, automate its manual processes, and improve its efficiency and the reliability of information, the organization selected the mySAP™ Business Suite family of business solutions as its new IT platform.

Web Site

www.pj.pt

Key Challenges

- Manage the complex administrative systems at PJ
- Harmonize processes to guarantee improved efficiency and reliability of information

Project Objectives

- Bring about much needed administrative modernization of PJ as part of a global modernization process
- Integrate different functional areas

Solutions and Services

mySAP Business Suite solutions

Why SAP® Solutions

- Positive market referrals from existing SAP customers
- Fuller coverage of PJ's requirements than alternative solutions
- Adaptability to Portugal's Public Administration Accounting Plan (POCP)

Implementation Highlights

- 1 year to implement project in several phases
- Collaborative team of 40 people from PJ, National Public Administration Institute (INA), and Capgemini
- 150 users already using solution
- Impact on more than 2,000 PJ staff

Key Benefits

- Increased productivity and efficiency of administrative activities
- Integration of information flow between PJ and other public institutions
- Swift response to budget controls demanded of PJ
- Creation of management information

Implementation Partner

Capgemini

Hardware

HP ProLiant

Operating System

Microsoft Windows Server 2003

POLÍCIA JUDICIÁRIA – PORTUGAL

Police Force Uses mySAP™ Business Suite to Modernize Administrative Processes, Improve Efficiency and Productivity

When Portugal's Polícia Judiciária (PJ) – created in 1945 to fight the growing sophistication of crimes committed in the country – set out to reorganize and modernize its administrative structures and automate its manual processes, the organization recognized the importance of implementing the best possible IT solution to help meet its ambitious goals. After investigating the possibilities, PJ selected the mySAP™ Business Suite family of business solutions as its new IT platform.

This modern police force – especially geared toward criminal investigation – inherited the skills and experience of the former Civic Police, which had been established in 1867 by King Luís to administer justice in the country. Today, under the wing of Portugal's Ministry of Justice, PJ aids the judicial authorities and magistrates and the public prosecutor. Its function – gathering factual and judicial evidence that will hold up in a court of law – is supported by a staff of more than 2,000 employees who work in criminal investigation and support services and closely cooperate with other international police authorities. The organization also prides itself on its facilities and know-how for meeting the challenges presented by specialized financial and computer-based crime.



Over time, however, as PJ has sought to manage its activities and processes using technological tools, the organization had ended up with an IT landscape that consisted of disparate, unconnected solutions. As the public sector organization contemplated improving its processes and considered different IT options, there were frequently doubts about whether commercial software solutions could be adapted for use by PJ.

New Project Provides Impetus to Find New Solution

In December 2001, however, the organization embraced the SIAIC (Integrated Criminal Investigation Support System) project, the goal of which was to modernize the different functional areas of PJ and optimize communications between the organization and the citizens it serves.

The SIAIC project was defined as the first step in modernizing PJ's administrative structures, which were considered responsible for delays and problems in the flow of information. "We couldn't even say that we had a back office," explains Luísa Proença, head of planning and technical assistant at PJ and leader of the project team. "We had manual processes, which were very often duplicated or triplicated. There was no integration among the services, which led to the segmentation of information and processes." The new project provided the impetus to survey the field for a first-class IT solution that would support the organization's effort to modernize.

Selecting SAP® Solutions and Launching the Project

As a result of the new project, PJ – having scanned the market to identify the best technological solution – decided that mySAP Business Suite solutions most fully addressed the organization's requirements. Proença points to the positive market referrals SAP provided as one of the decisive factors in favor of an SAP® solution. Moreover, the SAP solutions could be adapted to Portugal's Public Administration Accounting Plan (POCP).

At the time, however, there were no other public administration services that had already installed all the components of mySAP Business Suite PJ wanted to implement. Nevertheless, PJ was confident in the SAP solution suite and decided to go ahead.

The implementation project – called "mySAP – Innovation" – began in July 2004, and it was phased into production starting in January 2005. Capgemini staff and advisors from the National Public Administration Institute (INA) collaborated during the implementation, not only setting up project parameters but also designing the entire model for PJ's new IT solution from SAP. Although the new system covered most of the functionalities that PJ required, the project team also had to undertake some development work, particularly to satisfy PJ's requirements to interface with the information needs of the other public institutions with whom it works.

Positive Attitude Helps Acceptance of Change

One of the main challenges of the project at PJ was the introduction of big changes in administrative areas where the internal culture of the police force was not accustomed to change and often resisted it. However, adds Proença, "There proved to be a huge number of people who – when they understood the changes in question – completely embraced them, taking part in the process from beginning to end and showing a fantastic attitude."

In order to harmonize its processes, PJ also had to manage the procedures and the way employees work in each of the different criminal investigation departments that have administrative branches. "The geographical spread of the PJ services led to several challenges," explains Teresa Lopes Gândara, head consultant in the Capgemini team. "In each location there were different processes, and each location did things their own way. They had to be harmonized."

To promote user buy-in and acceptance, key users from the various areas were involved in the project from the start, helping the team to analyze and define processes centrally. Proença points out that change management – including the training and support provided as the solutions were rolled out locally – was one of the key success factors for the project.

Leap in Quality: Working Environment Transformed

Today, the working environment at PJ is completely transformed. In spite of the complexity of the administrative processes at PJ, the mySAP Business Suite solutions ensure processes are now

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organized efficiently. “The mySAP – Innovation project led to huge gains for the institution,” adds Proença. “Processes were standardized and reorganized.”

The solution has had considerable impact on PJ’s administrative area, bringing increased productivity and efficiency – especially to daily activities and processes such as human resources processes, management of financial data, and handling of information not related to criminal investigations. However, the effects of the implementation are also being felt throughout the whole organization. “The impact of the project is global,” says Proença. “Salary processing and procurement now run much more smoothly and swiftly, and it is also now possible to quickly access information.”

The PJ project has also evolved to include the implementation of a series of components that enhance communications with citizens – using Internet, intranet, and extranet technologies – as well as content and workflow management. These additional projects will further build on – and ensure continuity with – the mySAP Business Suite solutions already implemented.

Planning Future Solutions

The mySAP – Innovation project has successfully got the SAP solution up and running at PJ. In addition, the organization already sees the implementation of new functionalities on the horizon. For example, PJ is considering implementing the SAP Environment, Health & Safety application, a relatively small project that would nevertheless have a big impact. In the short and medium term, PJ also plans to adopt the SAP Solution Manager tool and find ways to support many of the organization’s users. In other words, looking ahead, the successful implementation of the new SAP solutions at PJ is just the beginning.

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