



City of Richmond Hill Leverages Enterprise Architecture for SAP SuccessFactors & S/4HANA

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Key Outcomes/Objectives

1. Understanding Enterprise Architecture
2. Consistency towards Value Delivery
3. Establishing a Minimal Viable Product



Agenda

- About Richmond Hill
- Enterprise Architecture In a Nutshell
- Project Background & Approach
- Current Implementations
- Roadmap & Summary



About Richmond Hill

- Richmond Hill is a city in south-central York Region, Ontario, Canada.
- York Region's third most populous municipality - 208,370⁽²⁰¹⁷⁾.
- Home to the David Dunlap Observatory Telescope, the largest in Canada.



About Richmond Hill - Systems



- **Human Resources**

- Functioned without a consolidated HRIS
- Legacy applications supported HR functions
- Relied heavily on paper forms/manual processes

- **Finance, Procurement & Payroll**

- Functioned via disparate sources to deliver core functionalities
- Mosaic of legacy applications – *Complex manual/paper-based processes*
- System(s) were not resilient – *End-of-life/End-of-support*

Enterprise Architecture

- **Enterprise Architecture** is a comprehensive framework used to manage & align an organization's Information Technology (IT) assets, people, & projects with its operational characteristics.

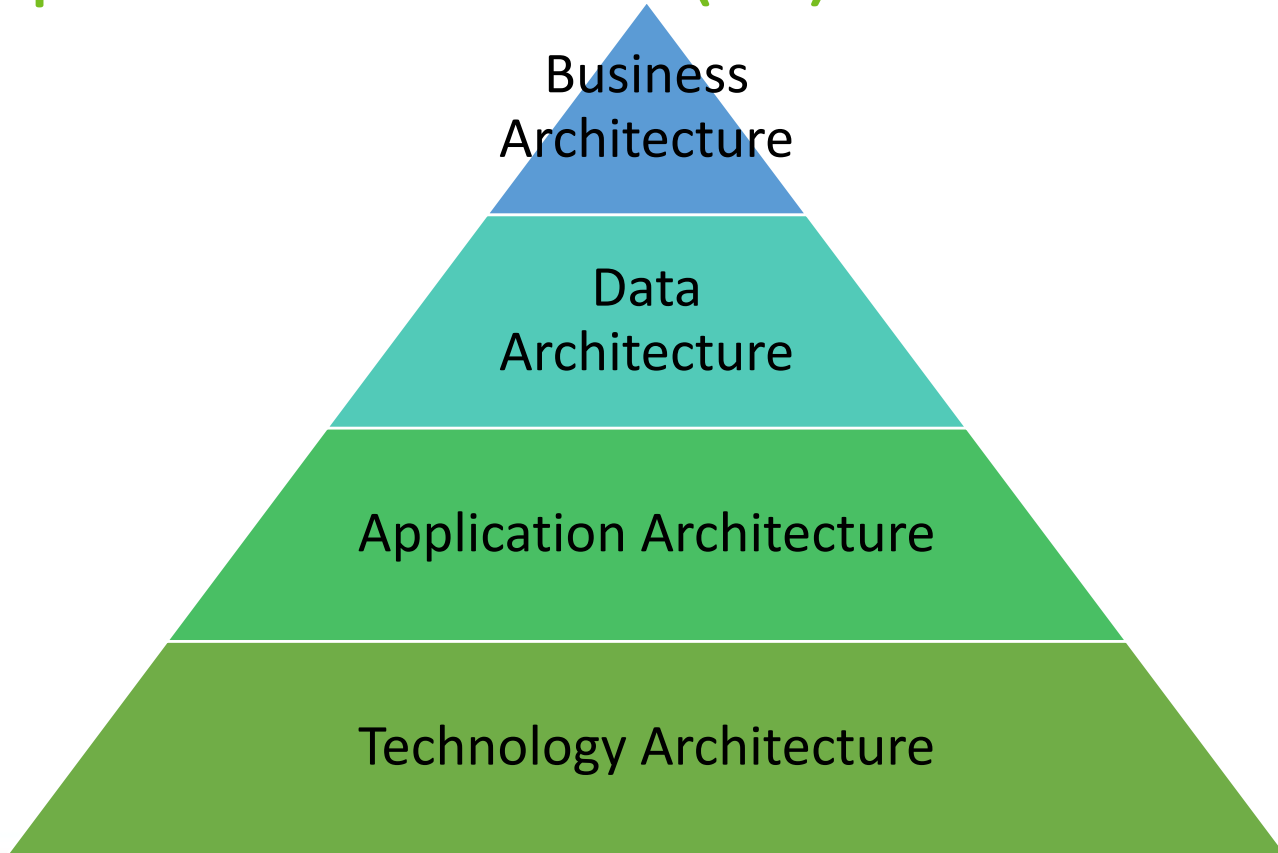


Enterprise Architecture (EA)

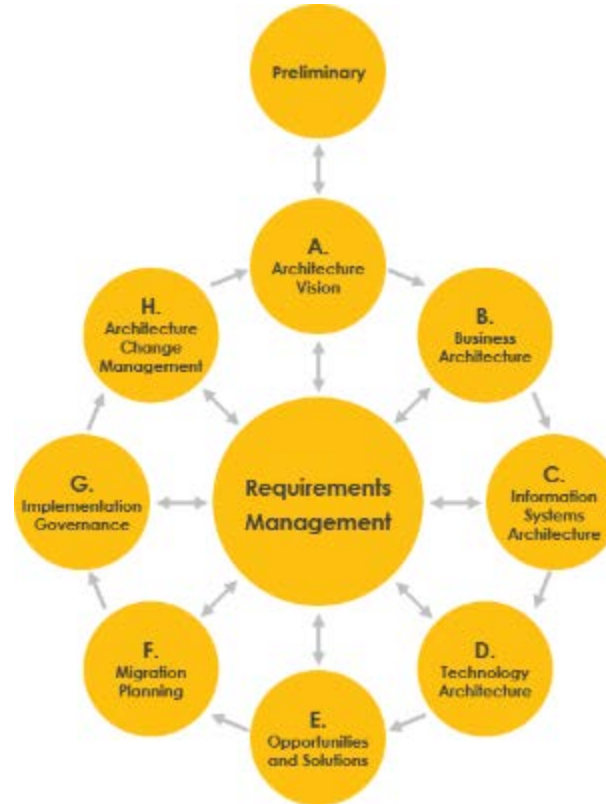
- Defines how information & technology will support the business operations & provide benefit for the **Business.**



Enterprise Architecture (EA)



Richmond Hill's EA Approach



Richmond Hill's Architecture Principles



1. Homogeneity:

- Build consistent ecosystems that are secure, scalable, highly available & manageable by City resources.

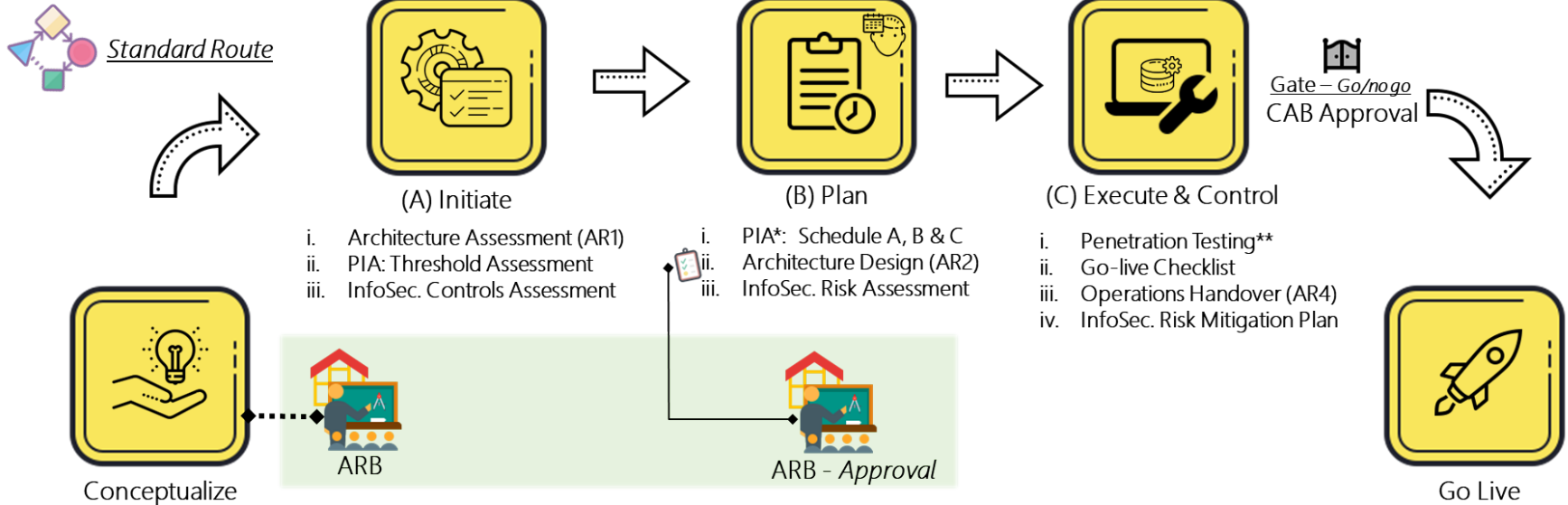
2. Gold Standards Datasets


- Define system of record(s) for data; ensure streamlined collaboration with systems, subsystem & business-units.

3. Robust Decision Making:

- Ensure appropriate analysis prior to any vendor negotiations or build. Analyze each option i.e. Re-use, Cloud, C.O.T.S & Build.

Richmond Hill's EA Approach



 Complete IT Waiver Form – If applicable
 *Complete PIA – if applicable
 **Penetration Testing – as defined by project scope

Project Background & Scope

- Worked with an independent Consultancy
- Explored best of breed ERP solutions
- Assessed various application stacks
 - ✓ *SAP met & exceeded* our requirements

SAP SuccessFactors



SAP S/4 HANA



Project Background & Scope – HR

Replace with SAP:

- ADP (Employee Information & Payroll)
- RH Campus (Learning)
- Parklane (Health & Safety)
- iCIMS (Applicant Tracker)
- Paper forms

- Employee Central
 - Employee Information & Employee Self Serve
 - Organization Charts
- Recruitment, On/Off Boarding
- Learning & Competency
- Performance & Goals, Health & Safety
- Benefits Integration. Labor Relations
- Compensation, Time & Attendance/Payroll

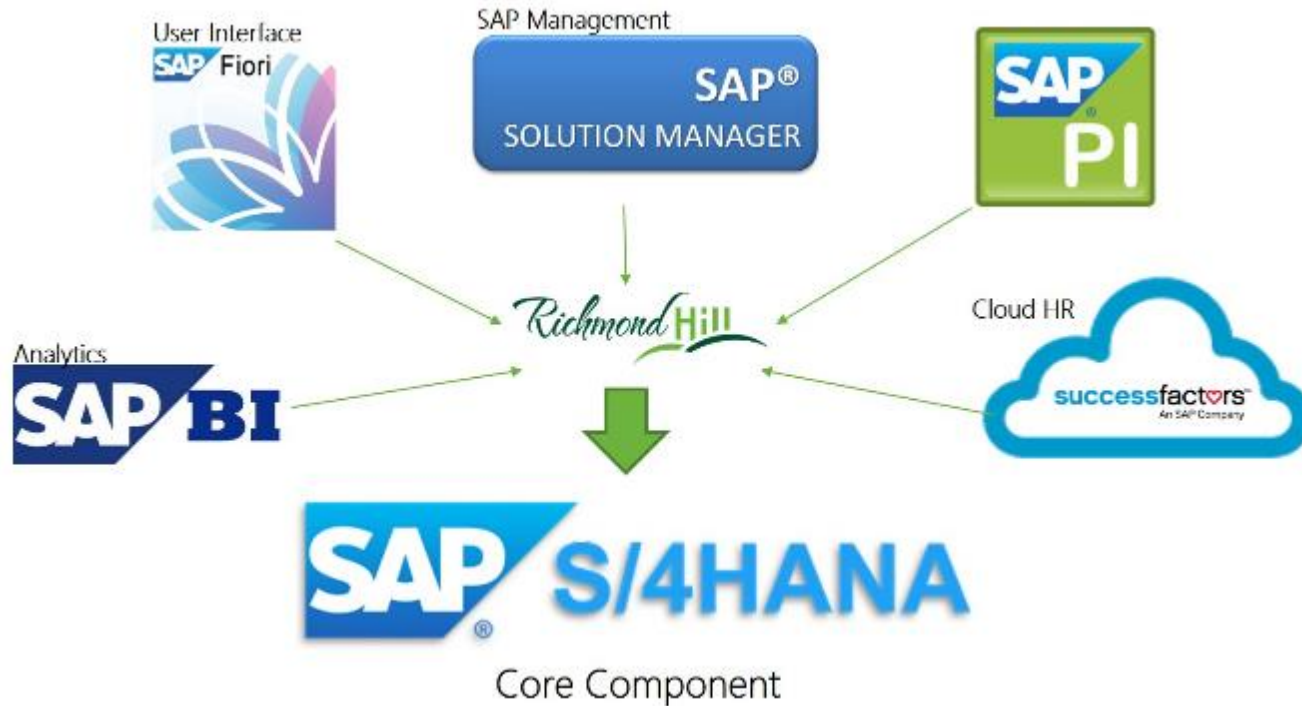
Project Background & Scope – Finance

Replace with SAP:

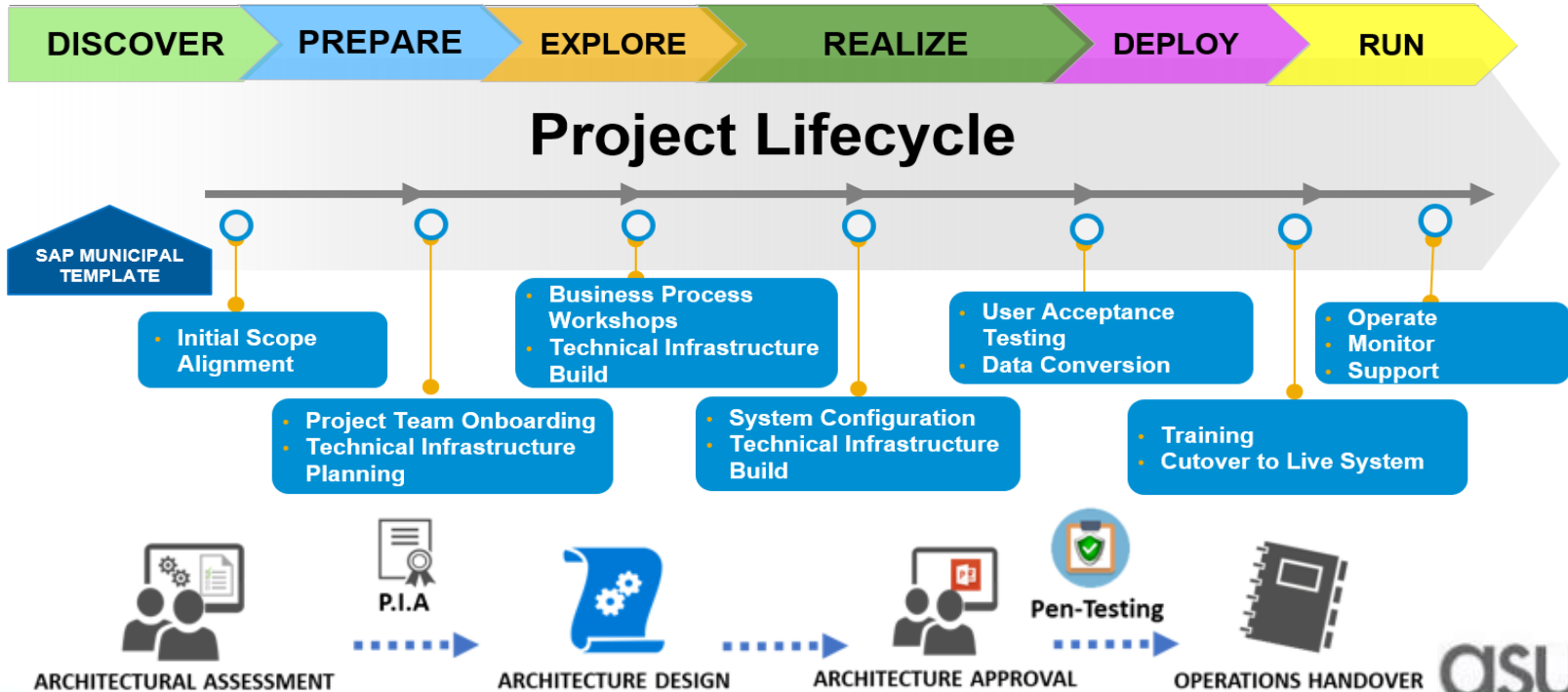
- Core Finance
- Purchase Tracker
- Budget and Asset Inventory Templates
- Customized PDF reports

- Business Planning
- Procure-to-Pay Process
- Purchasing Card Administration, Travel & Expense Reimbursement
- Accounts Payable, Accounts Receivable, & Cash Management
- Financial Reporting/Business Intelligence

Project Background & Scope



Project Delivery Approach



Architecture Assessment

Us	Non-Functional Architecture/Design Considerations		Comments
Please	Have the follow areas been considered and included for detailed planning:		
<input checked="" type="checkbox"/> Ir Pub	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Legal and Regulatory Considerations	
<input checked="" type="checkbox"/> Ir <input checked="" type="checkbox"/> Pub <input checked="" type="checkbox"/> E	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Information Security and Access Considerations	Will be evolved throughout the lifecycle of the project. Please refer to documents in the project SharePoint site.
<input checked="" type="checkbox"/> E	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	User Interface Considerations	OOTB with City of Richmond Hill branding
<input checked="" type="checkbox"/> E <input checked="" type="checkbox"/> C	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Performance and Availability Considerations <ul style="list-style-type: none"> ➤ Service Level Definition ➤ Capacity Planning ➤ System Monitoring ➤ Business Continuity and Recovery 	OOTB SuccessFactors Details will be defined throughout Phase 1 of the ERP Project.
<input checked="" type="checkbox"/> C	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Scalability Considerations	SaaS based application – scalability build by design.
<Pu Poli	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Component Reuse Considerations	SaaS based application.
info	<input checked="" type="checkbox"/> Yes	Data Storage and Retention Considerations	SaaS based application – The project will leverage



PIA: Schedule A

Permission Role	# of Staff in this Role	Position and Department	Type of Access (read/write/edit)	Description of Information the User Can Access	Purpose for Access
RCM Recruiter	4	HR Manager and Recruitment Advisors (Business Partners)	Edit	<p>Recruiting related info - Job Requisitions, Candidates Application (Name, Contact, Resume, Cover Letter, Experience, Education, Certifications, Responses), Interview Feedback, Reference Feedback, Offer Letters</p> <p>Manage recruiting like offer and email templates and job postings</p>	Perform hiring responsibilities
Role - Employee (ESS)	2824 (includes concurrent)	All CRH staff	<p>Read</p> <p>Edit (to some portlets)</p>	<p>Read - Job Info, Employment Info, Comp Info, Business Phone, Business Email, SIN, employee #, User Name, DoB, Assets and LoA for self. People Org Charts for the City.</p> <p>Edit - Personal Info like Name, Phone, Email, Bank for self-view and apply for jobs as internal candidates</p>	Perform Employee self-serve functions to keep employee information up to date and apply for jobs
Super Admin	13	IT System Admins (CRH), BITG Consultants	Edit	System Configuration info. and all data	System maintenance and support
Role - EC HR Clerk	3	HR Clerk and Backups	Edit	All employee information, Org and Position Org Charts, initiate transactions (manage change, termination, transfer etc.), approve specific transactions (bank changes, location changes etc.)	Maintain existing employees info and add new employees to the system



PIA: Schedule B

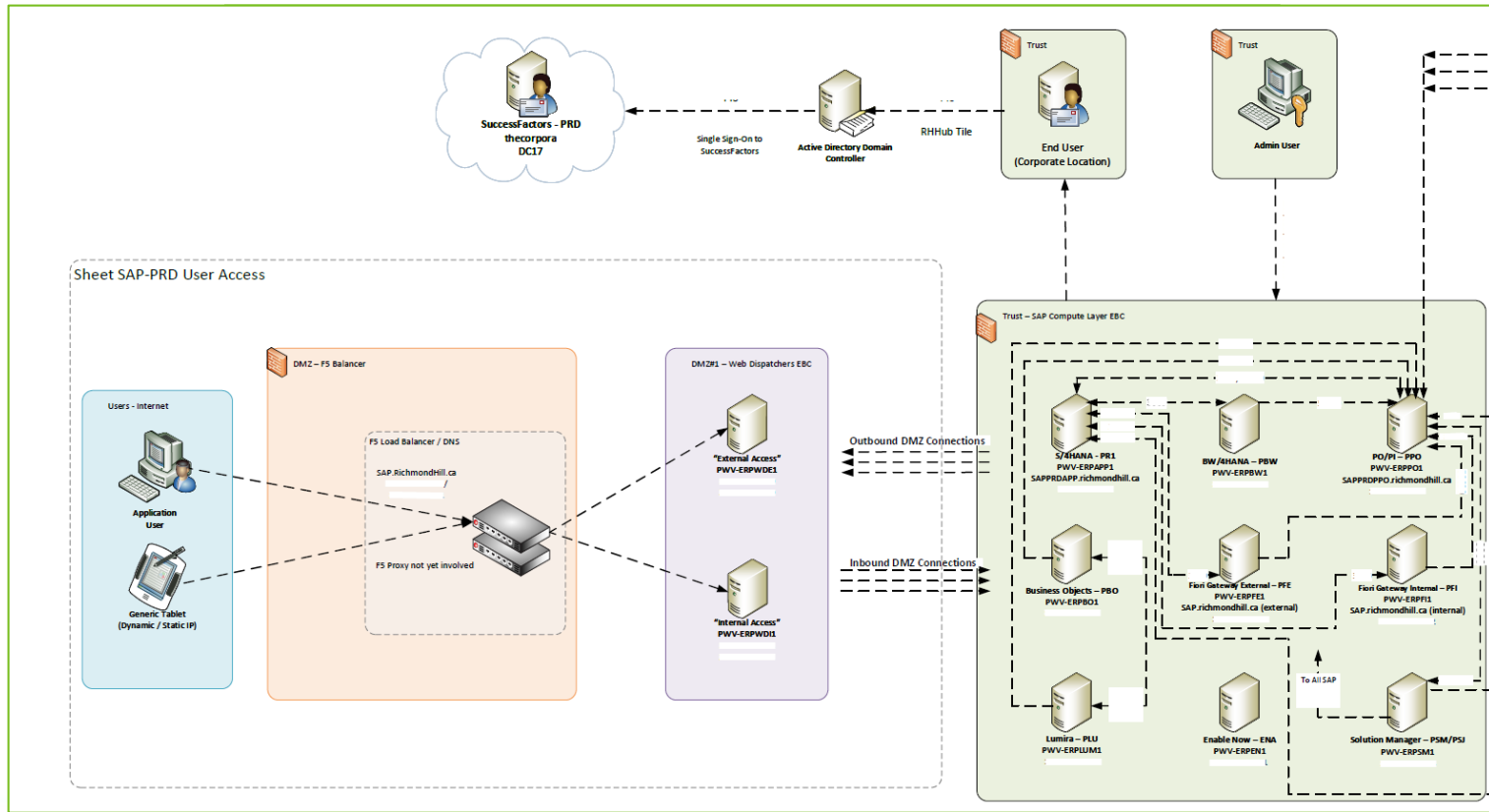
Principle 2: Individuals are provided notice of Richmond Hill's privacy policies						
Legend	Question	Rationale	Answer	Assessment of Risk	Corrective Action/Recommendation	Priority [L,M,H]
■ ■	3. Is a personal information collection notice available to individuals before personal information is collected? If so, provide details on its content and availability.	A personal information collection notice outlines the statutory authority for collecting personal information, how collected information will be used and shared and the contact details of someone who can provide more information on the collection. It is a legislated requirement with very few exceptions.	The personal information collection notice needs to be updated and placed on the public-facing AIMS website	Likely	Samir will work with Libbi to update the CRM policy and leverage it for PCS	H
■ ■	4. Will notice be provided to affected individuals whenever personal information is used or disclosed in ways inconsistent with the original notice? If so, provide details.	Generally, personal information should not be used or disclosed except as identified in the personal information collection notice. In the rare circumstances where it is permissible, affected individuals should generally be notified.	Town of Richmond Hill will provide adequate notice, and the data will be kept only for PCS.	Likely	N/A	H
■	5. Is the collection notice posted or otherwise easily accessible to the public when information is collected?	The purpose statement is usually included in the notice of collection. Subsequent personal information use should be limited to stated or consistent purposes.	No, there is no collection notice posted on the website	Likely	Actionable item for Samir: The collection notice will be posted on the AIMS website. Leverage content from Town of Markham's website. <i>Anywhere user is entering information.</i>	H
■ ■	6. Is the contact information for the staff person responsible for privacy issues accessible by the public? If so, please provide name and title.	It should be easy for individuals to identify the correct contact person for privacy issues relating to the project. This person should usually also be identified in any notices of collection and typically works in the program area.	No, this does not currently exist	Likely	This is part of the collection notice @ Samir	H

Architecture Design

- Technical Solution Architecture
- Function – Data Flow
- Data Governance
- Design Implementation
- System Resiliency
- Information Security




Architecture Design



Architecture Approval



CRITERIA	MEASUREMENT	OUTCOME (Y/N)	PASS (Y/N)	COMMENTS
				The incorporation of cost-centers into EC was
	<ul style="list-style-type: none"> Were there any deviations in the security configurations as per the AR2? If yes, please explain. 	N	Y	
	<ul style="list-style-type: none"> If there were deviations, were related artefacts updated in the AR2? 	N	Y	
ARCHITECTURE APPROVAL – SIGNOFF (O/B ARB)				
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Asher Jaffri, Solutions Architect</div>				November 19, 2018
	require a link to Town's Privacy Policy and/or Terms of User Policy; if applicable, were such configurations implemented?	Y	Y	communications to ensure all "Privacay" related aspects regarding the project are considered and implemented
Functional Requirements	<ul style="list-style-type: none"> Was there any change requests issued? If yes, explain the impact (if any). Were changes accepted and implemented? 	N	N/A	
	approved. Please provide proof of approval.	N/A		

Findings

Recommendations

1. Publically accessible sites generally require a link to City's Privacy Policy and/or Terms of Use Policy. Moreover, Publically Accessible sites tend to require a statement outlining the intent of information being collected.

❖ ARB's recommendation is to ensure all public facing components regarding HR's go-live accounts for such elements.

2. A Privacy Impact Assessment (PIA) is required for all applications, system and/or technologies that contain and/or interact with Personal Identifiable Information (PII).

❖ ARB understands that the PIA is currently being undertaken by ERP Project Manager(s) – the recommendation is to submit the threshold assessment to the Manager, Information Governance at your earliest convenience.

3. Security and Privacy by design are principles that the ARB aims to embed within each undertaking. ARB has analyzed SAP SuccessFactors' SOC2 Reports (2017 & 2018) along with their Executive Penetration-Testing Reports.

❖ ARB's recommendation is to conduct regular follow-ups (semi-annually) with SAP to obtain latest security reports and remediation steps.

Current Implementations



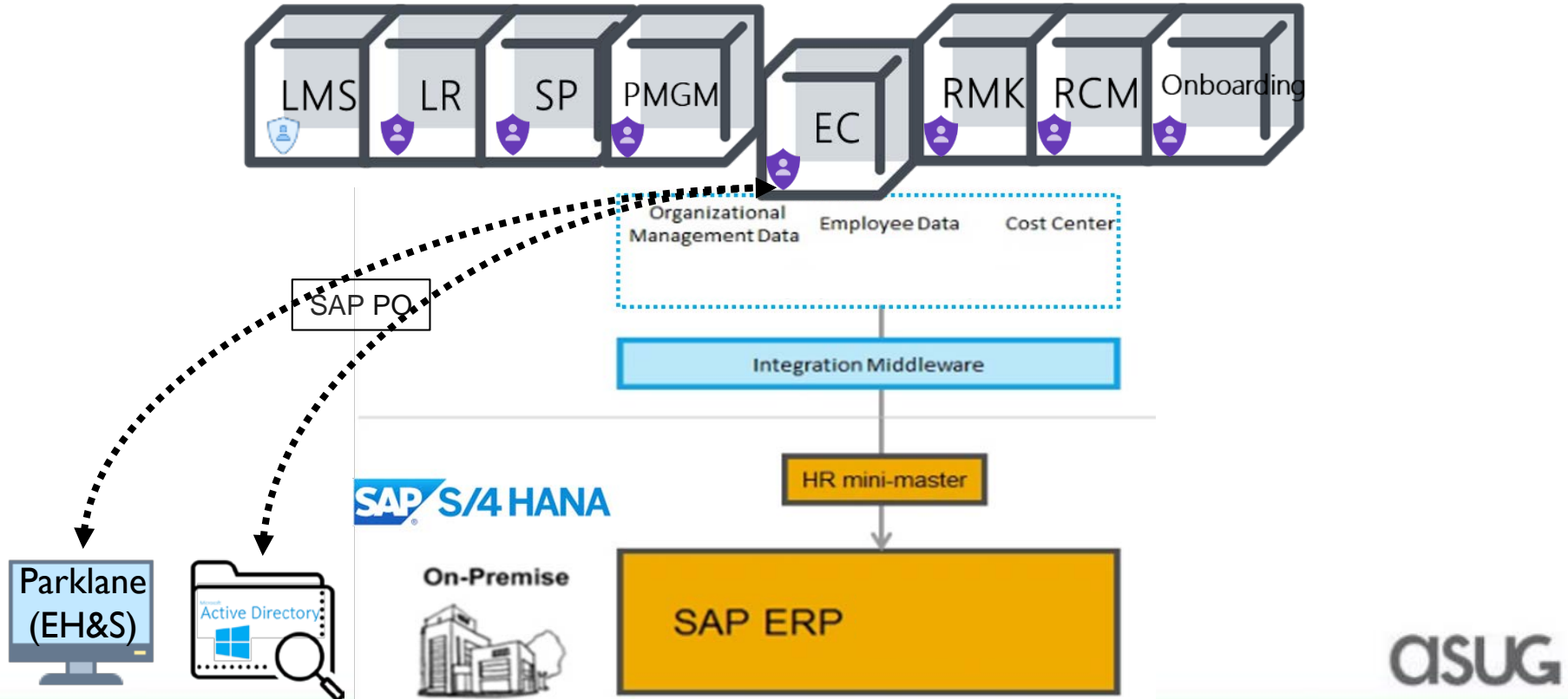
SuccessFactors:

- ✓ Employee Central
- ✓ Recruitment
- ✓ On/Off boarding
- ✓ Reports
- ✓ Interfaces with:
 - AD & ADP

Finance & Procurement:

- ✓ Budget Reports & Procurement
- ✓ CM: Project Systems (PM) & Funds Management (FM), Budget Reports
- ✓ AP: Invoice Management,
- ✓ T&E, P-Cards
- ✓ Master Vendor, GL & Cost-Center
- ✓ Internal Orders
- ✓ Work Breakdown Structure

Roadmap



Summary

- ✓ Leveraged EA + PMO
 - ❖ 700+ Lines of Go-live Plan(s)
 - ❖ Architected & Implemented a robust solution (HR & Finance)
 - ❖ Moved away from spreadsheets & manual processes
 - ❖ Real-time reporting (statistics & analytics)
- ✓ Established a **solid foundation** to expand our ERP landscape

Richmond Hill

SAP SuccessFactors 



SAP S/4 HANA

ASUG



Q&A

For questions after this session, contact via:

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- ❖ asher.jaffri@richmondhill.ca
- ❖ <https://ca.linkedin.com/in/jaffri>

Thank you for your time.

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