

Audit of the SUPERB real estate sub-project, focusing on building data

Federal Office for Buildings and Logistics

Key facts

The existing SAP systems of the civil Federal Administration, as well as those of defence (D) and armasuisse (ar), have to be replaced by 2026. SAP products will continue to be used to assist with support processes (finance, personnel management, procurement, logistics and real estate). For the civilian support processes, the modernisation of the systems will be carried out by the federal ERP support processes (SUPERB) programme. The ERP systems D/ar programme (ERPSYSVAR) is simultaneously responsible for the renewal of the mission-critical military systems. The costs total CHF 320 million for the civil programme SUPERB and CHF 240 million for the mission-critical programme ERPSYSVAR¹.

In this audit, the Swiss Federal Audit Office (SFAO) assessed whether the defined real estate processes based on the (SAP) standard are uniform and efficient. The audit focused primarily on the ERP SUPERB real estate (SUPERB IMMO) project. Certain development stages are implemented in collaboration with the sister project ERPSYSVAR real estate (ERPSYSVAR IMMO). The Federal Office for Buildings and Logistics (FOBL) is responsible for the civilian project, and armasuisse Immobilien (ar Immo) for the military project. The SUPERB IMMO project has a budget of CHF 18 million. The aim is to define a digitalised, harmonised, optimised and standardised new core real estate process in line with industry standards.

Overall, the audit findings were positive. The SFAO sees risks primarily in terms of data governance and the data model.

A harmonised and standardised new core real estate process is in place

The two real estate projects succeeded in developing a harmonised core real estate process based on valid industry standards. As a result, the real estate process map (PLK Immo) is clearly structured and comprehensible. The same applies to the definition of a common key figure model, which is intended to provide an overarching and comprehensive view of the Confederation's real estate portfolio.

By reducing the number of standardised SAP solutions to three sectoral solutions, the goal of increasing the number of standardised SAP solutions has been fulfilled in a clear manner. The real estate process map is largely based on common process cores. In addition, an attempt was made to achieve the highest possible level of common technical system cores in order to reduce IT-related development and operating costs.

For the most part, automated branching off to other support processes has not yet been developed in the SUPERB real estate project. The business organisation and management process units at the FOBL do not yet have enough information to make a well-founded assessment.

¹ Dispatch 19.079 of 13 December 2019 on the guarantee credits for the SUPERB and ERP systems D/ar programmes for the modernisation of support processes of the Federal Administration and of mission-critical SAP systems in the Federal Department of Defence, Civil Protection and Sport.

Data governance and data model need to be developed and coordinated with the SUPERB programme

The SUPERB real estate project is aware of the importance of data for the modernisation of SAP. However, a data governance system is still missing as a strategic cornerstone for the development of a new real estate data model. The planned development of a data governance system by 2025, in parallel with the development of the processes, carries risks. The SFAO also considers the approach of implementing a data governance system exclusively for the buildings sector to be risky, as there is no overall view.

Furthermore, a data model for the FOBL SUPERB real estate project is only available in a very generic format. The SFAO does not see any causal relationship between already defined business buildings and their specifications, on the one hand, and the data governance system and data model, on the other. For this reason, the SFAO recommends that the FOBL develop an overarching data governance system. Similarly, a data model for SUPERB real estate must urgently be developed on the basis of a well-founded overall view of all support processes.

Clear change management processes developed and, where necessary, already implemented

Exceptions, deviations and additions to the SAP standard must be applied for in the SUPERB real estate and ERPSYSVAR real estate projects. In the case of SUPERB real estate, this is documented via a request for architecture (RfA) or a request for in-house development (AfE). A designated architecture board at the overall programme level decides on RfAs, while the project managers are responsible for requests for in-house development. The architecture board ensures that deviations from the SAP standard are only approved in exceptional cases that are justified. The process is clearly defined and practised.

For future changes at the level of the real estate process map and core system processes, the SUPERB real estate and ERPSYSVAR real estate projects have developed a common coherent process.

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