



ESBS ETB PAYROLL SHARED SERVICES

FREQUENTLY ASKED QUESTIONS

Revised 17 August 2018

ESBS ETB PAYROLL SHARED SERVICES – GENERAL INFORMATION:

The Education Shared Business Services ETB Payroll Project has been set up to consolidate the payroll function for all sixteen ETBs. The purpose of this document is to provide a one-stop-shop for information in relation to the development of this project.

As the consolidation of the payroll function from the ETBs to one pay centre will have an impact on all staff of ETBs, it is important that any question you may have in relation to this change is addressed.

This documents sets out questions that have been raised so far in this project. These questions have been raised by ETB staff at various stages of the project governance cycle.

If you have a question that is not addressed in this document, you can send your question to esbsetbpayroll@esbs.gov.ie

This document will continue to be revised and updated as the project progresses.

Kind Regards,

ESBS ETB Payroll Project



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Project Overview: This section gives a brief outline of the ESBS ETB Payroll Project & what a Shared Service is.

1.1. What is a Shared Service?

A Shared Service is a business practice where an internal service such as payroll or finance, is provided by one centre of excellence.

1.2. What is the background to Education and Training Sector Shared Services?

As part of the Government's Reform Agenda (November 2011), the Government set out its commitment to streamlining administrative operations and eliminating duplication through business process improvement and the implementation of shared service models within each sector. The Public Sector Reform Plan specifically commits to the implementation of a radical restructuring of how we do business by establishing Shared Service models for areas such as Payroll. We are therefore moving to this model in order to develop efficiencies in functions that are compatible with the shared service model. This will provide an improved service to payees and savings for the taxpayer.

1.3. Has this been done before in the Civil or Public Service?

Yes, the Department of Public Expenditure and Reform (DPER) has established a Payroll Shared Service (PSS), a Human Resources Shared Service (HRSS) and a Finance Shared Service (FSS) for the delivery of Payroll, HR and Financial Management to the Civil and Public Service Bodies who had previously delivered these services on a Department/Office basis.

1.4. What is the Education and Training Sector Shared Services Plan?

The Education and Training Sector Shared Services Plan 2017-2020 focusses on the key Shared Services projects currently progressing within the Education and Training Sector, building on the Department's



overarching Shared Services Strategy. In that context the Education Shared Business Services (ESBS) has been established to provide shared business services to the Education and Training Sector.

1.5. What is the ESBS?

Education Shared Business Services (ESBS) is a stand-alone section that comes under the remit of the Department of the Education and Skills (DES). This Section has been set up to host some of the Shared Service operations to be provided directly by the Department under its Shared Services Plan for 2017 -2020. The first two operations to be confirmed for provision by the ESBS are -

- Payroll (including Travel & Subsistence) Shared Services for the ETB sector;
- Finance Shared Services for the ETB sector.

Other Shared Services projects will be confirmed as they reach the relevant project stage.

These projects will be coming on-stream in phases over the coming years and the first project that will come on stream will be the Payroll (including Travel & Subsistence) Shared Services for the ETB Sector. It is now anticipated that this project will come on-stream on a phased basis commencing in Q2 2019. The OGP on behalf of Department of Education and Skills published an RFT for a Payroll Solution for ETBs in June 2017. The Tender process has closed and a contract has been awarded to the successful tenderer, initially for 5 years. The successful tenderer is CoreHR. The payroll solution once implemented will be used by 16 ETBs to capture & approve payroll and T&S for over 27,000 payees.

The ESBS is currently establishing and setting up an operational Payroll Shared Service Centre for the delivery of Payroll and Travel and Subsistence (T&S) to all 16 ETBs. Existing Payroll and T&S activities will migrate on a phased basis over the coming years from all 16 ETBs to the ESBS Centre.



1.6. What are the benefits of establishing an ESBS?

The delivery of Payroll and T&S to all 16 ETBs by the ESBS will involve using a common set of standards, policies and procedures on a single technology platform and employing a continuous improvement approach to leverage payroll expertise to reduce cost to the taxpayer.

The over-arching aim of this project is to support the ETB sector to focus on its core objective: to deliver education and training. As referenced in the business case, the financial and non-financial benefits to be realised are:-

- Projected 27% (€1.8m) annual cost savings on ETB payroll operations
- Single Payroll processing centre for all 16 ETBs
- Single governance structure with common set of standards, policies and procedures on a single technology platform
- Strong focus on customer services and performance measurement driving continuous improvement, improved continuity and resilience of payroll service
- Improved cost visibility and internal controls
- Support for ETBs to focus on their core mission
- Improved management information systems

1.7. Where will the ESBS be located?

The OPW on behalf of the Department of Education and Skills has signed a 20 year lease on office accommodation for the future ESBS Centre. The location of this office accommodation is the Education Shared Business Services (ESBS) Centre, Department of Education and Skills, Floor 6, The Liberty Centre, Blanchardstown Retail Park, Blanchardstown, Dublin 15, *D15 YT2H*



1.8. What's the timeline?

The operational piece of the ESBS ETB Payroll will take place over a targeted two year timeline commencing Q2 2019. ETBs will migrate on a phased, wave by wave basis.

1.9. What is the Wave Migration Strategy?

The Wave Migration Strategy is the application of key criteria in deciding the order in which ETBs will migrate to ESBS ETB Payroll and was published in April 2018.

1.10. How will I be informed of progress?

As part of the ESBS ETB Payroll Project an engagement and communications plan is being implemented to ensure that ETBs are fully informed of progress on the project.



1.11. How do I access information not covered in this document.

If you have any queries, concerns or issues you may contact this dedicated email address: ESBSETBPayroll@esbs.gov.ie.

In addition, this document and future updates to this document plus Newsletters and Bulletins can also be found on the ETBI Website at www.etbi/Public Sector Reform/Education Shared Business Services

1.12. What Governance structure is in place to oversee the ESBS ETB Payroll Project?

The governance structure consists of a;-

- Focus Group; subject matter experts in Payroll and HR from the ETB Sector who review payroll policy proposals presented by the project team;
- Process Design Authority representatives from the ETB Sector, ESBS and others who ensure that the solution meets the goals, needs and specifications of the Sector and that the project delivers business value
- Steering Group; - senior manager representatives from the Sector who direct and support the work of the project. It is a decision making group that approves project and stage plans and monitors tolerances in terms of timelines, cost, quality and resources.

1.13. Who will oversee complaints?

As part of the focus on quality of service, a dedicated customer service team will operate from the ESBS Centre.

1.14. How will ESBS Operations Staff be recruited?

The Department of Education and Skills has commenced the process of recruiting Operations staff for the new ESBS Centre. These positions will be both full-time and part-time positions to be filled by permanent Civil Servants. As the ESBS is a section of the Department of Education & Skills (DES) any staff re-deploying and or / being employed to work in the ESBS will be Civil Servants i.e. the terms & conditions of the current grading structures in DES.



The staffing breakdown for the ESBS ETB Payroll project operations team is envisaged to be as follows once all 16 ETB payrolls have migrated across to the ESBS Centre:

Principal Officer	1
Assistant Principal Officer	1
Higher Executive Officer	5
Executive Officer	22
Clerical Officer	51
Total	80

1.15. What will be the Recruitment Process be?

1. Issue Expressions of Interest to ETB sector;
2. Issue Expressions of Interest to DES staff;
3. Issue Expressions of Interest to the wider Civil Service;
4. Recruit the remaining balance of staff required from panels put in place by PAS.

The recruitment of staff in relation to stages 1 & 2 (above) commenced in early July 2018. This is to ensure that staff will be trained up in their roles prior to the commencement of the first go-live operations which is planned for Q2 2019. Accordingly, in the coming weeks, the Department will be circulating a formal notification to the wider Civil Service staff seeking Expressions of Interest to transfer to permanent positions in the new ESBS Centre.

Operations staff recruited under an EOI to the ETB Sector will begin taking up posts in Aug/Sept. 2018



I am a member of the Payroll Staff in an ETB, how will this affect me & what do I need to know?

2.1. How will this change affect me?

Once transitioned to ESBS ETB Payroll, your ETB will no longer have a payroll section. However, HR and Finance will remain a function of each individual ETB.

2.2. What will happen to payroll staff?

If your role or part of your role is in payroll, these duties will become the responsibility of ESBS ETB Payroll Operations. Expressions of interest have been circulated to all ETBs to allow all ETB staff an opportunity to join the ESBS ETB Payroll Operations Team. Any payroll staff wishing to remain with their ETB will be internally re-assigned following the migration of the ETB's Payroll to the ESBS Centre.

2.3. How will remaining staff be retrained?

Each ETB will decide if it is necessary for their remaining staff to be re-assigned and what development/support they will receive. Any ETB staff transferring to ESBS ETB Payroll will receive all necessary and relevant training and development necessary to perform their role.

2.4. I also look after the processing of Travel & Subsistence claims, will this change?

Yes. Travel & Subsistence will be processed in addition to payroll for ETBs by the ESBS.

2.5. Where can I find out more information about the project?

Further information can be obtained by visiting the ETBI website at www.etbi/Public Sector Reform/Education Shared Business Services. Updates from the ESBS ETB Payroll Project team will be posted at this site on a regular basis.



2.6. Will Sector Staff be involved in any of the design of the new system?

Yes. Subject Matter Experts (SMEs) from across the HR, Payroll (& Travel & Subsistence) and Finance functions of the ETBs are taking part in workshops throughout August & September 2018. These workshops will inform the design of the new system so that its functionality will meet the needs of the sector and its payees.

I am paid by an ETB, how will this affect me & what do I need to know?

3.1. How will this affect me?

Once your ETB transitions to the ESBS ETB Payroll, your pay will be processed by the ESBS Centre with pay instruction coming from your ETB. This means that you will access your payslips and other pay related documents e.g. Salary certificate via an Employee Self Service (ESS). This system will allow you access to change your bank details and your address and among other things. This means that you will have access to information about your pay at times that are suitable to you.

3.2. How will the payroll process be different?

Once your ETB transitions to the ESBS ETB Payroll, and your pay is being processed by the ESBS Centre with pay instruction coming from your ETB, you will receive your pay into your bank account as usual. The fact that your pay will be processed by the ESBS will not affect your pay rate.

3.3. Who do I contact if I have a query about my pay?

If you have any queries about your pay you can contact the ESBS Centre. However, HR queries will remain the responsibility of your ETB.



3.4. Will I get a payslip?

Yes. You will receive a payslip in an online format. If you were in receipt of a hardcopy payslip this will change to an online version.

3.5. What type of email address will payslips be sent to?

Payslips will not be emailed to payees. Each payee will have access to an online employee self-service system where payslips and remittances will be published after each Payroll and Travel and Subsistence run. Payslips and T & S remittances can also be printed. The on-line (ESS) will allow you carry out other things too. Examples of these are: You can change your address and bank details. You can access your payslips and (say in the event of a loan application) you can e-mail them on to a 3rd party if you wish to do so.

3.6. Will my pay date change?

Your pay date **may** change. If your pay date changes, you will be notified by your ETB in good time so that you can make any necessary changes to direct debit/standing order etc. payments.

3.7. Will I need to register with ESBS?

No. You don't need to register with ESBS. However, as a payee you will be invited to attend information sessions. Additionally, when your ETB payroll function transfers to ESBS, you will be required to login, using a username and password. You will have online access to your details via a payroll self-service option.

3.8. Who do I contact with timesheet queries?

As part of the new payroll system, there will be an online system for submitting your timesheets. This will support a faster and more efficient payment of payees whose pay is determined/affected by the submission of timesheets.



3.9. I currently don't have access to a computer at home so how am I going to use the on-line system?

Arrangements for work computer access will be put in place by each ETB. You should liaise with your own ETB in relation to this matter.

3.10. Will I still be paid for Travel & Subsistence?

Yes. All T&S remittances will move to a monthly payment system and there will be one standard pay date for T&S claims across all ETBs.

3.11. What is the standard pay date for the payment of T & S claims?

T&S claims will be paid on the third Monday of each month.

3.12. What is the cut-off date for the submission of T & S claims in order to ensure payment on the next available pay date?

This will be a query for your own ETB. Please liaise with your ETB in relation to this matter.

3.13. How will my deductions from Payroll be affected?

Pay deduction policies currently differ across ETBs. As part of the ESBS transition, these policies will be reviewed. However, the ESBS ETB Payroll will endeavour to facilitate as many voluntary pay deductions as possible. A voluntary deductions policy is currently being developed and once this is finalised it will be published and disseminated.

3.14. Will my pay be affected?

Your rate of pay will not be affected by this transition. You will receive pay at the same rate you have received it prior to this transition.



3.15. When will rolled up holiday pay be paid?

ESBS ETB Payroll will pay staff the correct rates of pay as outlined in their contracts of employment and will pay any accumulated statutory pay during closed periods.

3.16. If I leave employment with an ETB, will I still have access to the system to print historical data such as payslips, P60s etc.?

Yes. Access to the system will be controlled and monitored for a pre-determined length of time.

3.17. Will new employee numbers be issued to payees?

Yes. This will follow a numeric convention and will be determined with the new managed service provider. A new log-in to employee self-service portal will be issued to each payee could be an e-mail address or a new user name.

I am a Senior Manager in an ETB, how will this affect me & what do I need to know?

4.1. What are the risks associated with the ESBS ETB Payroll Project?

As with any large scale project, the transition will be phased in order to minimise the disruption to ETBs and to ensure the migration is complete. There are inherent risks with moving from a variety of systems to a single new system and the team at ESBS will work to mitigate these.

4.2. How are we going to resource this change?

The project costs for the development of ESBS ETB Payroll Shared Services will be incurred by the Department of Education and Skills. Once up and running the ESBS Centre operational costs will be shared by the 16 ETBs.



4.3. What resources will you require from me/my ETB?

There are a number of key stages to a shared services project implementation, many of which will need the expert knowledge of people working in the ETB sector. Input and assistance will be required for the process mapping. Representatives have already been put forward as well by ETBs for the Focus Group, Process Design Authority and the Project Steering Group. Each ETB has also nominated a Transition Lead who will be a key person for each ETB in linking in with the Project Team. The ETB Transition Lead will receive ongoing support and training from the ESBS Payroll Project Team to assist them in their role. The key responsibilities for the ETB Transition Lead will include:

- Manage the ETB project for the duration of the project;
- Identify and assess needs of key stakeholders, develop a stakeholder management plan;
- Increase awareness, readiness and buy-in amongst key stakeholders;
- Facilitate two-way communication with the ESBS payroll project team and the ETB project team;
- Develop and manage ETB transition plan
- Day-to-day project management – project planning, issue and risk management, local communications stakeholder management etc.

4.4. What will the ESBS policy on deductions be?

Work is currently underway to assess the volume, type and number of payees assigned to each deduction. Once complete the ESBS will draw up a policy on deductions taking it through the governance cycle for sign off.



4.5. Will the system be able to ensure the variation in part-time-hourly- rates of pay which were applied to certain specific grades?

Careful mapping at configuration stage to ensure correct rates of pay are captured will be required. There will be standard processes, policies and procedures in place and will be included in the Memorandum of Understanding & Service Management Agreements.

4.6. Will the system process Payroll for an employee on two separate pay scales?

Yes the system will assign multi salary scales / or hourly rates based on employee contract(s), pay/expense code, centre and ETB.

4.7. Will the ESBS have bank facilities in place to fund payroll runs in time if ETBs experience delays in transferring funds to the ESBS before the cut off?

All ETBs will be required to meet deadlines as detailed in the Service Management Agreement.

4.8. When will Payroll Policies be circulated?

Payroll policies as they are devised by ESBS and approved through our governance structure will then be circulated.

4.9. Who will be responsible for managing legislative changes or changes resulting from a new Circular to existing payroll records?

It will be the responsibility of the ESBS to implement legislative changes or changes resulting from a new Circular being issued.



4.10. If new funding is provided for projects across ETBs how will ESBS ensure that the same code is used for all ETBs?

A common coding structure, currently in the design phase is being devised for all ETBs in accordance with the normal governance cycle. HR in each ETB will be responsible for assigning the person to the appropriate code/project.

4.11. How will overpayments be managed once a payroll has migrated to the ESBS?

A policy will be developed by the ESBS ETB Payroll Project which will then be approved through our governance structure.

4.12. Who is responsible for tracking executive order changes in grades?

As outlined in the agreed activity split, the ETB will retain responsibility for the HR function. The authorisation remains with the ETBs and the responsibility for record management remains with the ETBs.

4.13. Will ESBS be checking the information that has been approved on DCS?

Checking will come from the Document Centric Solutions (DCS) system. The DCS system contains an inbuilt rule checker containing all the rules that cannot be breached. The system also provides extensive on-line reporting giving budget holders immediate visibility of budgets, sick leave and contract usage.

4.14. How will compliance for motor car indemnity be managed?

The employee will self-certify that they are indemnified and the approver must certify that they have received it. There will also be an option to upload certs/receipts via a portal.



4.15. Who will be responsible for submitting CSO?

As outlined in the agreed activity split ETB will be required to provide CSO information to the ESBS. The ESBS will prepare CSO returns and upload on behalf of the ETBs. A procedure will need to be drawn up to fully detail how this process will transact. The procedure will need to be signed off by the ETBs via the usual governance cycle. This procedure will also need to be agreed with the CSO.

4.16. Will there be a separate database for payroll and Travel and Subsistence (T&S)?

No, T & S will be a module of the system. Accordingly, there will be one database for both Payroll and T & S. The ESBS Centre will process both ETB payroll and T & S expenses.

4.17. Will the system facilitate employees who have more than one car when making a T & S claim?

The facility to add more than one car will be checked and confirmed when the new supplier is on board.

4.18. What happens to legacy data and who will be in charge of maintaining it?

The Project Team will work with ETBs to outline and evaluate options for legacy data recognising there are different payroll systems across the ETBs.

4.19. How long will it take for a bug to be fixed?

That will depend on the type of bug. There is an SLA in place with the provider which outlines the response times based on priority levels and the length of time they have to fix the bug.

4.20. Will the Service Management Agreement (SMA) be the same for all ETBs and will ETBs have input into it?

Once the SMA has been drafted, we will circulate to CE's for consultation prior to finalisation. There will be a standard SMA for all ETBs however, this will be an iterative process and the document may change over time as ETBs on-board to the ESBS centre.



4.21. What will the Charge-back Model be for the ETBs?

The Charge-back Model has not yet been decided but once finalised it will form part of the SMA.

4.22. In the ESBS, will there be a dedicated team for each ETB, will each ETB have a designated account manager and how will the Helpdesk operate?

Post go-live, ETBs will be working with the ESBS operations teams. The proposed structure can be found [here](#).

4.23. What payroll reports will be provided as part of the new payroll solution?

A comprehensive list of reports was requested as part of the Payroll RFT. The list was compiled in consultation with ETBs, the Focus Group and the Process Design Authority. In addition, access will be given to ETBs to run their own reports on the new system.

4.24. Who will carry out calculations of arrears/incremental credits?

This will depend on the period the arrears pertain to i.e. the system will calculate arrears if they relate to the period post go-live. Prior to this date, arrears calculations will be carried out by ETB HR.

4.25. Who is going to conduct UAT testing?

The project team will be responsible for managing UAT. Each ETB will be responsible for scheduling their own resources to test, execute parallel runs, validate and sign off.

4.26. What data cleansing should ETBs do in advance of migration?

Data cleansing has already started, and the first iteration is now complete with all ETBs. It is important that all ETBs keep data in good order in readiness for migration.



4.27. Will ESBS provide a list of interfaces from/to new payroll system?

Yes, each ETB will be requested to provide a list of interfaces currently in operation on their payroll/finance systems linked to payroll. Where there are common interfaces across ETBs, a common file format will be designed. Where there are ETB specific interfaces relevant to payroll, a file format for that interface will be developed.

4.28. Does the ESBS have a policy on reference data specifically in relation to relation to gender, marital status and prefix (Mr. Mrs. etc.)?

When the Solution Provider is announced, the Project team will map the current Master Data fields to the To Be Master Data fields. DPER have published a Single Scheme Databank for its Single Scheme Administration project. DPER have stipulated which fields are mandatory and which are optional. Fields which are mandatory will be included in the To Be Master data.

4.29. How are matters related to Superannuation contributions addressed in the ESBS ETB Payroll Project?

The Payroll system to be implemented will allow for all superannuation contributions to be deducted from salaries as normal.

4.30. Will the ESBS ETB Payroll Project include a Pension module?

The new system will include a pension module. The management and calculation of pensions will remain a function of each ETB. However, the ESBS will facilitate the deduction of pension payments from pay and each payee will have access to their pension statement via the payroll system portal.



4.31. How will matters related to the Single Public Service Pension Scheme (“Single Scheme”) be addressed in the ESBS ETB Payroll Project?

The Payroll system being implemented will be able to calculate annual referable amounts for the Single Scheme and will feed this information into the new Single Scheme databank that is currently under development by the Department of Public Expenditure and Reform (D-PER). The ESBS ETB Payroll system will not provide annual Single Scheme statements at the current time as the system will not have access to enough data to generate such statements. Responsibility for the issuance of Single Scheme Annual Statements will rest with each ETB as they are the relevant employers.

4.32. How will notional service for the Single scheme be calculated?

This matter is outside the scope of the ESBS ETB Payroll project and will need to be addressed by the relevant Departments that have responsibility for the implementation of the Single Scheme.

