



# ESBS

## *ETB Payroll Shared Services*

*Payee / Sector Edition*

### FREQUENTLY ASKED QUESTIONS

December 2018

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## General Information

- The Education Shared Business Services (ESBS) 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 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 document sets out a series of frequently asked questions and responses in relation to the Project.
- **If you have a query that is not addressed in this document**, you can send your question to: [esbsetbpayroll@esbs.gov.ie](mailto:esbsetbpayroll@esbs.gov.ie) and we will endeavour to respond.

## Section 1

### An overview of the ESBS ETB Payroll Project and the Shared Service.

#### ? 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 - 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.

## ? 1.4 - 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:

1. **Payroll (including Travel & Subsistence) Shared Services for the ETB sector;** and
2. **Finance Shared Services for the ETB sector.**

Other Shared Services projects will be confirmed as they reach the relevant project stage and will be coming on-stream in phases over the coming years. 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.

## ? 1.5 - What are the benefits of establishing the 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

## ? 1.6 - 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 ESBS Centre.

The location of this office is: Education Shared Business Services (ESBS) Centre, Department of Education and Skills, Floor 6, The Liberty Centre, Blanchardstown Retail Park, Blanchardstown, Dublin 15, D15 YT2H

## ? 1.7 - What's the timeline for the delivery of the ETB Payroll Shared Services?

- » 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.

## ? 1.8 - 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.

**Wave 1 2019** consists of **Cavan | Monaghan** ETB and **Dublin | Dún Laoghaire** ETBs.

The subsequent Wave Migration Sequences for the ESBS ETB Payroll Project were approved by our Project Steering Group on 25 October 2018 and are as follows:

- **Laois | Offaly** and **Louth | Meath**
- **Tipperary** and **Galway | Roscommon**
- **Limerick | Clare** and **City of Dublin**
- **Kildare | Wicklow** and **Longford | Westmeath**

The ESBS Project team will work closely with the remaining 6 ETBs incl. Cork; Donegal; Kerry; Kilkenny | Carlow; Mayo | Sligo | Leitrim; and Waterford | Wexford, to determine the final order sequence.

## ? 1.9 - How will ETB staff and Payees be informed of progress?

- » As part of the ESBS ETB Payroll Project an engagement and communications plan has been implemented to ensure that ETBs are fully informed of progress on the project. This includes monthly updates by way of a newsletter to ETBs, detailed planning engagements with the SMEs from the ETB sector, frequent update bulletins to the Transition Leads, weekly status update calls with ETBs in Wave 1, presentations to representative groups (e.g. Working Groups ETB HR/IR Group, OSD Directors, Finance Group, CORE-HR User Group); and ultimately oversight of the project from the ETB sector through representatives on the Project Governance Structures (Process Design Authority & Project Steering Group).

## ? 1.10 - 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](mailto: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: <https://www.etbi.ie/category/sbs/>

## ? 1.11 - What Governance structure is in place to oversee the ESBS ETB Payroll Project?

» The make-up of the various Governance structures have been designed to ensure that the vast majority of ETBs are represented on one or more of the Governance structures to ensure that all ETBs are in a position to contribute to the development of the ESBS ETB Payroll system.

The governance structure consists of -

- SME Groups; comprised of subject matter experts (SMEs) in Payroll, Pensions, Expense and HR from the ETB Sector who review the future HR and Payroll processes as an between the ETB sector and the ESBS Centre. The SMEs are drawn from a mix of the four Payroll solutions currently in existence in the ETB sector (CoreHR, Manser, Megapay and On-site Solutions), in addition to SMEs from those ETBs in Wave 1 of the Payroll migration. They also review payroll policy proposals presented by the project team and they are also directly involved in developing the overall Solution Design for the ESBS ETB Payroll Project through their participation in Conference Room Pilot Workshops, Detailed Process Flow Mapping and Solution Design Review. They will also be involved in User Acceptance Testing and validation of the future ESBS ETB Payroll solution.
- Process Design Authority (PDA): comprised of eight representatives from the ETB Sector, ESBS Staff, the DES Shared Services Advisor and the Head of the DES Athlone Payroll Division who ensure that the solution meets the goals, needs and specifications of the Sector and that the project delivers business value. Again, the representatives from the ETB sector are drawn from a mix of the four Payroll solutions currently in existence in the ETB sector, and a number of the ETB representatives on the PDA are also SMEs from the sector that participate on the SME Working Groups. This is designed to ensure that there is a clear linkage between the work of the SME Groups and the PDA.

## ? 1.11 – Continued

- Steering Group; comprised of senior manager representatives from the Sector and from the Department of Education and Skills who direct and support the work of the project. The Steering Group is chaired by an ETB Chief Executive and also has four other representatives from the ETB sector (2 x CEs; 1 x OSD Director and 1 x Director of Schools). This is a decision making group that approves project and stage plans and monitors tolerances in terms of timelines, cost, quality and resources.

## ? 1.12 - Who will oversee complaints?

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

### ? 1.13 - 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
<b>Total</b>	<b>80</b>

### ? 1.14 - What will the Recruitment Process be?

» Recruitment: On foot of the expressions of interest (EOI) process to the DES and ETB sector; 16 offers were made to staff and 14 accepted (7 from ETB sector). 11 of the 14 Staff have commenced and all successful candidates are expected to have commenced by end Nov 2018. A further EOI issued on 13/9/18 seeking staff from the wider civil and public service. 33 Applications were received and interviews are now in the process of being scheduled.

## Section 2

**I am a member of the Payroll Staff in an ETB, how will this affect me?**

### ? 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?

» Once your ETB migrates its Payroll & T&S functions to the ESBS there will no longer be a Payroll Department within your ETB. Expressions of interest have been circulated to all ETBs to allow all ETB staff an opportunity to join the ESBS ETB Payroll Operations Team. As part of the move to Payroll Shared Services your ETB will be putting a plan in place for those existing Payroll Staff that chose to remain with their ETB following the move to Payroll Shared Services.

### ? 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 - 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 involved in a number of areas across the project in order to assist with the design of the new system so that its functionality will meet the needs of the sector and its payees. They have taken part in workshops throughout August & September 2018, attended Conference Room Pilots in November and are currently assisting with the development of Level 4 process maps. In addition to this ETB staff are represented on the Process Design Authority and on the Project Steering Group, which is currently chaired by the chief Executive of LMETB.



## Section 3

### I am paid by my ETB, how will this affect me?

#### ? 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 instructions 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 among other things. This means that you will have access to information about your pay at times that are suitable to you.

#### ? 3.2 - Who do I contact if I have a query about my pay?

- » If you have any queries about your pay you can in future contact the ESBS Centre once your ETB Payroll has migrated to the ESBS Centre. However, HR queries will remain the responsibility of your ETB.

#### ? 3.3 - 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.

#### ? 3.4 - Will my payslip be e-mailed to me?

- » 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 & 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.

#### ? 3.5 - Will I need to register with ESBS?

- » Yes you will need to logon and register in order to access your Employee Self Service (ESS). 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.

#### ? 3.6 - 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.

#### ? 3.7 - 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

#### ? 3.8 - How will Voluntary Third Party deductions, e.g. VHI, Credit Union, from Payroll be affected?

- » Third party deduction policies currently differ across ETBs. As part of the ESBS transition, these policies are currently being reviewed. A Third Party voluntary deductions policy is currently being developed and once this is finalised it will be published and disseminated.

### **? 3.9 - When will rolled up holiday pay be paid?**

- » These is no change on this matter and it will be paid in line with the relevant circulars governing this.  
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.

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

- » No. Once you status is changed to 'leaver/dormant' on the system, you will no longer have access to the on-line portal. However, in such an event, you can contact the ESBS Centre for pay related documents.

### **? 3.11 - 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. Each employee will be informed of this in advance of their ETB's move to ESBS ETB Payroll Shared Services.

## Section 4

### ESBS Payroll Policies - I am paid by an ETB, so what does it mean for me?

#### ? 4.1 - I am currently paid weekly, will this change?

» All payees currently on a weekly payroll will transition to fortnightly payroll aligned to the ESBS standardised fortnightly pay.

#### ? 4.2 - I am currently paid fortnightly will this change?

» All payees currently on a fortnightly payroll will stay on a fortnightly payroll. However, in some instances the actual pay date will change because a standardised pay date is being introduced by ESBS. The pay date for all fortnightly paid staff will now be on alternate Fridays i.e. Staff will receive their pay in their bank account every second Friday morning.

#### ? 4.3 - I am currently paid a Mid-Month Advance, will this change?

» Nine ETBs provide mid-month advances to their staff. In future, it will not be possible to provide Mid-month advances to any ETB employees due to the implementation of the Revenue PAYE Modernisation project (SMART PAYE) whereby the Revenue Commissioners are introducing a new real time reporting regime which will be operational for PAYE for all employee payments from 1 January 2019. In preparation for PAYE modernisation, all Employers have to ensure that the correct PAYE processes and procedures are being followed. Following detailed correspondence, the Revenue Commissioners have clarified that the continuation of mid-month advances is not compatible with the introduction of SMART PAYE. Accordingly, all mid-month advances will have to be eliminated either on or before 01 January 2019. Arrangements to notify staff and make the necessary payroll timing adjustments are being made by each ETB.

#### ? 4.4 - I am currently paid twice monthly, will this change?

» Yes. Payees of LOETB, and the Leitrim payees of MSLETB currently on a twice monthly payroll, will transition to a fortnightly payroll aligned to the ESBS standardised fortnightly pay date.

#### ? 4.5 - What will the fortnightly pay dates be from May 2019?

» Please see below what the fortnightly cycle would be from May 2019.

- Friday 17 May 2019
- Friday 31 May 2019
- Friday 14 June 2019
- Friday 28 June 2019
- Friday 12 July 2019
- Friday 26 July 2019
- Friday 09 August 2019
- Friday 23 August 2019
- Friday 06 September 2019
- Friday 20 September 2019

**In future, all fortnightly paid staff will be paid for the payroll period up to and including the day they are actually paid. i.e. every second Friday morning in line with the cycle identified above.**

#### ? 4.6 - I am Whole-Time payee currently paid monthly will this change?

» All Whole-Time payees currently on a monthly payroll will stay on a monthly payroll. However, in some instances the actual pay date will change because a standardised pay date is being introduced by ESBS. The pay date for Whole-Time monthly paid staff will now be on the last working day of the month. i.e. Staff will receive their pay in their bank account on the last working day of the month.

#### **? 4.7 - How are Part-Time (Timesheet) Staff affected?**

- » There will be a separate pay group for part-time (Timesheet) staff. All part-time (Timesheet) staff in Wave one ETBs will be paid on a monthly payroll. A standardised pay date is being introduced by ESBS. The pay date for all part-time (Timesheet) staff will now be on the 19<sup>th</sup> of the month i.e. Staff will receive their pay in their bank account on the 19<sup>th</sup> of every month. To elaborate on the position for part-time (Timesheet Staff) in Wave 1 this means that a Part-Time (Timesheet) person commencing employment during October will be paid for the first time on the 19<sup>th</sup> of November. The period for which they will be paid for on the 19<sup>th</sup> of November will be detailed once the Payroll cut-off date for amendments has been finalised and published as part of the Service Management Agreement that is under development. The future position of part-time (Timesheet) staff for ETBs in subsequent Waves of migration to ESBS is currently under consideration.

#### **? 4.8 - What are the Cut off dates for Payroll and T & S amendments?**

- » This policy will be finalised once the Service Management Agreement has been finalised with the ETBs.

#### **? 4.9 - Will my T&S claim be paid along with my salary?**

- » No. T&S claims will be paid separately from your salary. T&S claims will be paid on the third Monday of each month.