



ESBS

Payroll & Finance Projects

ESBS-ETB Payroll & Finance Townhall Event

ESBS/ETB Collaborative Sessions

01 February 2019



Welcome & Introduction

Martin Clohessy



➤ The Overall Objectives of the ESBS Townhall Event



Objectives

- Introduction of the ESBS ETB Payroll and Finance Teams
- Why the ESBS are running this Townhall Event
- Key Information that we hope you take away from this event
- Overview of Today's Agenda

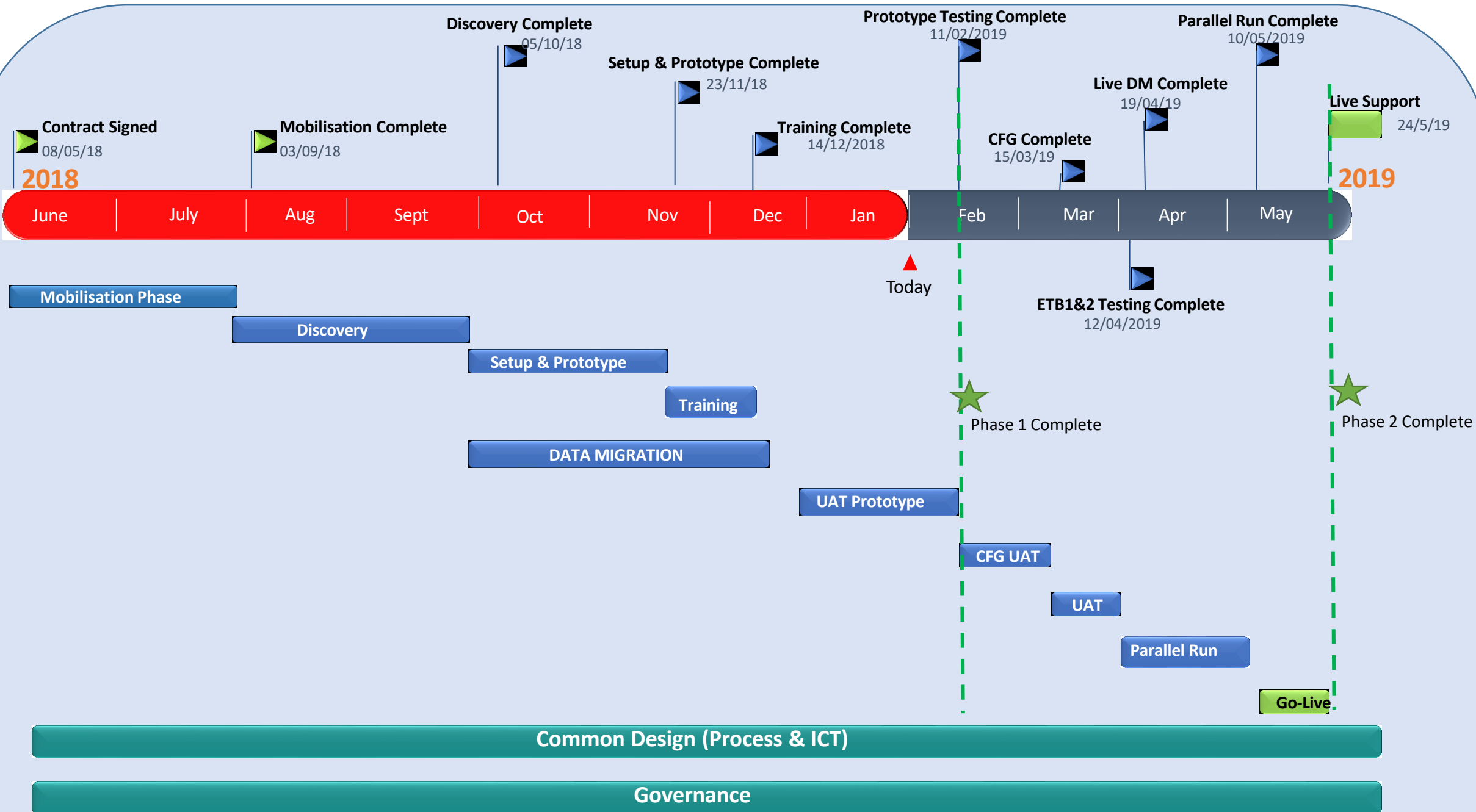
Time	Duration	Slot	Presenter	Location
10.00 - 10.05	5 min	Welcome and Introduction	Martin Clohessy	▪ Lecture Theatre
10.05 - 10.10	5 min	The Overall Objectives of the ESBS Townhall Event	Micheál Lenihan	▪ Lecture Theatre
10.10-10.30	20 min	Update on ETB Payroll Update on ETB Finance	Valerie Considine / Caitriona Mulhall Michael Morgan	▪ Lecture Theatre
Group breakout – Move to groups				. Lecture Theatre (ETB Payroll) . Boardroom (ETB Finance)
10.35- 11.35	60 min	ETB Payroll Q & A	ESBS Team / CoreHR	• Lecture Theatre
10.35- 11.35	60 min	Finance - General Update: <ul style="list-style-type: none"> • Chart of Accounts • Banking • Revenue 	Bernadette Toft & 3 Guest Speakers	▪ Boardroom
11.35 – 12.15	40 min	Break		
12.15 – 12.55	40 min	Payroll – Data Mapping: Practical insight to data mapping as conducted in Dublin Dun Laoghaire and Cavan Monaghan	Kieran O’Sullivan & ETBs 1 st Wave	• Lecture Theatre
12.55 – 13.35	40 min	Payroll – Process Mapping: ESBS ETB Payroll Process Flow Mapping	Susan Deasy / JP OMara	▪ Lecture Theatre
13.35- 13.40	5 min	Review & Wrap Up	Micheál Lenihan	▪ Lecture Theatre



Update on ETB Payroll Project - Valerie Considine



ESBS ETB PAYROLL PROJECT UPDATE





Change & Communications Team

- Communications to ETBs (Newsletters, FAQ, Update Notes, Bulletins, SharePoint)
- Transition Lead Role (Key Liaison person and ETB Project Lead, Internal project board should be established with the TL reporting into this, raises issues / concerns, local communications plan & distribute key communications, help scheduling UAT testing, assist with scheduling onsite training)
- Training (Training Documentation, Learning Hub, Train the Trainer, ETB Nominated Trainers, Core University for Wave 2 ETBs)
- Dedicated ETB Transition Support (Site visits, 'Go-Live' Readiness Checklist)

Contact the Communication Team



Email the team:

esbsetbpayroll@esbs.gov.ie



Caitriona Mulhall - 01 8892354



Colette Kirwan Perry – 01 8892363



Orlaith Benn – 01 8892119



Update on ETB Finance Project - Michael Morgan



ESBS Project Finance for ETBs

ESBS Finance ETBs – Update

- An RFT for a new Financial Management System (FMS) for ETBs was published 21 December 2018
- The procurement of the RFT in three stages has commenced and will occur during Q1 2019 to agree a contract planned for Q2.
- Transition Planning is underway and will ramp up during 2019

ETB Finance Project Progress

Summary

Major Accomplishments Period up to Q4 2018	Outlook Next Period Q1 2019 and beyond
<ul style="list-style-type: none"> ✓ Market Research concluded ✓ Consultations held with key stakeholders on RFT included <ul style="list-style-type: none"> ✓ Project Governance – Dept., Project Steering, Design Authority ✓ Office of Government Procurement (OGP) ✓ Chief State Solicitors Office (CSSO) ✓ Office of Chief Information Officer (OGCIO) ✓ Peer Review Group ✓ RFT published ✓ Interim: eInvoicing EU compliance & funding targets met 	<ul style="list-style-type: none"> <input type="checkbox"/> RFT <ul style="list-style-type: none"> <input type="checkbox"/> Evaluate Stage 1 PQQ and shortlist 3-5 for Stage 2 <input type="checkbox"/> Hold Stage 2 RFT & Evaluate <input type="checkbox"/> Stage 3 Negotiation (Optional) <input type="checkbox"/> Agree Contract <input type="checkbox"/> Transition Planning <ul style="list-style-type: none"> <input type="checkbox"/> Chart of Accounts } ... <i>Finance break-out session</i> <input type="checkbox"/> Banking } ... <input type="checkbox"/> Revenue } ... <input type="checkbox"/> Level 4 process flow maps to be done & validated <input type="checkbox"/> Data Migration Plan <input type="checkbox"/> Wave Readiness Assessment & Plan

RFT Competition

- Contracting Authority = **Department of Education & Skills (DES)** on behalf of the Minister
- Competition **run by OGP** using the **competitive procedure with negotiation** :
 - Stage 1 – Pre-qualification questionnaire
 - Stage 2 – Request for Tenders
 - Stage 3 – Negotiation Phase (Optional)
- Provision, configuration, implementation and on-going maintenance and support of a **Financial Management System (FMS)** for the processing of financial activity and reporting for all ETBs, using a **Software as a Service (SaaS)** model.
- All live data (and backup copies) must be **hosted, stored and processed in Ireland.**
- Term: **5 years with 2 possible extensions of 3 years** (5 up to 11 years)
- Estimated cost range incl. possible extensions: **€5m - €16.5 million (excl. VAT)**

» Modules / PQQ Selection Criteria

- Candidate's responses will be marked in accordance with the PQQ Scoring Table.
 - In their response need to highlight their experience or technical & professional ability to do dual Cash & Accruals accounting
- Provide previous contract examples of
 - Other Services modules as listed
 - P2P, FA, Stock, O2C, R2R, Audit, Budgets, Reporting/BI
 - Shared Services
 - New FMS Deployment
 - SaaS

The PQQ Scoring Table:

Ref #	Requirement	Maximum Score	Minimum Score (50%) for Area*
3.2.A Economic and Financial Standing			
	Annual Turnover	pass/fail	n/a
3.2.B Technical and Professional Ability			
	1. Services:		250
	1.1 Cash & Accruals Accounting	100	
	1.2 Procure to Pay (PO and non-PO driven)	75	
	1.3 Fixed Assets	25	
	1.4 Inventory (Stock)	25	
	1.5 Order to Cash (Non-Invoiced, other)	25	
	1.6 Record to Report (GL, Journals, Period/Year End)	75	
	1.7 Audits	50	
	1.8 Budgets	50	
	1.9 Reporting including BI	75	
	2. Shared Services	200	100
	3. New FMS Deployment	100	50
	4. FMS delivered using a SaaS model	200	100
		1,000	500



➤ Overview of Stage 2 (RFT) *for information*

Key items re Stage 2 RFT are:

- Award Criteria (Section 3.2)
- Pricing Schedule (Appendix 2) & Pricing Template (Appendix 10)
- Requirements (Annex 1) & Background information (Annex 2)
- Services Contract (Appendix 6)

Key dates – RFT FMS for ETBs

The RFT timetable is planned as set out below:

Stage 1 – Pre-Qualification Questionnaire (PQQ):

- ✓ Publication on eTenders (21 Dec. 2018)
- ✓ Candidates information session (23 Jan. 2019)
- ✓ PQQ clarifications closing date (via eTenders by 12 noon 30 Jan. 2019)
- PQQ response deadline (via eTenders by 12 noon 11 Feb. 2019)
- PQQ evaluation to shortlist 3 to 5 bidders for Stage 2 (planned asap after response deadline)

Stage 2 – RFT:

- ✓ Publication on eTenders *for information at stage 1* (21 Dec. 2018)
- Tenders due (date to be set after Stage 1)
- Tender evaluation to select preferred bidder

Stage 3 – Negotiation (Optional)



Group Breakout Sessions

- **ETB Payroll Q & A- Lecture Theatre**
- **ETB Finance – Chart of Accounts, Banking & Revenue – Boardroom** (There is a lift to the 1st floor at the bottom of the stairs)



ETB Payroll Q & A Session



Break 11.35am -12.15pm
Plaza (Ground Floor)



ESBS

Finance Chart of Accounts

01 February 2019



Session Objective



Objectives

1. Provide overview on;
 - Work completed to date
 - Approach & Timeline
 - ETBs involvement – Focus Group
2. Outline of Chart of Accounts structure
3. Walkthrough of scenarios to provide context

Overview

What

- Creating a common structure, processes, rules, definitions and procedures which will meet current and future finance requirements for ETB's

Why

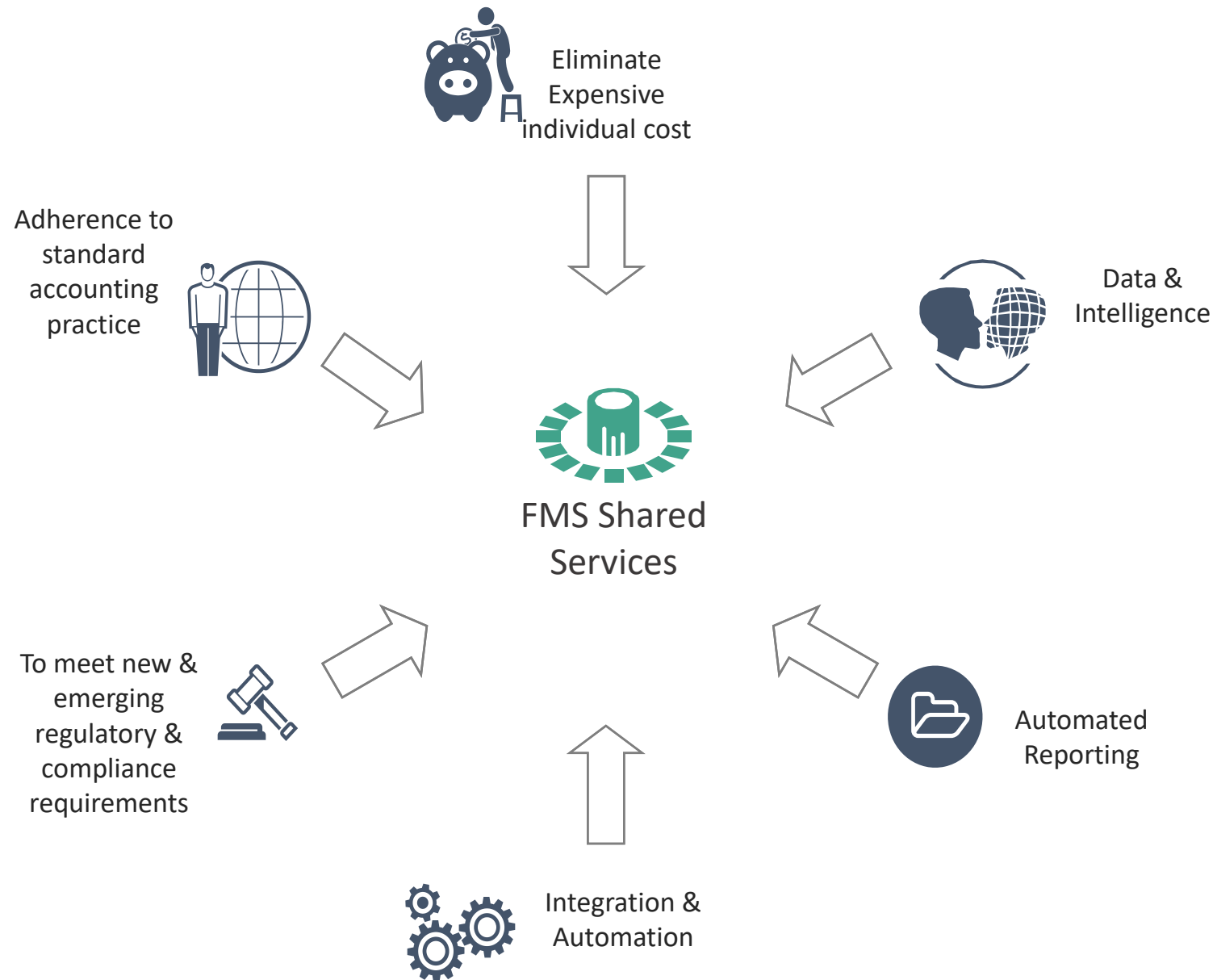
- To agree a Chart of Accounts and guidelines to enable a move to central system and to ensure consistency across ETB's, creating efficiency through minimising additional manual interventions and reporting.

How

- Creating a consolidated view of all Chart of Accounts requirements
- Validate definitions, descriptions & rules with Focus Group (reps from ETB's)
- Proposed structure and definitions to be used as input into system requirements
- Interim pilot with selected ETB's

How this will benefit us?

Efficiency, Visibility & Quality



What will change, what won't



Will change

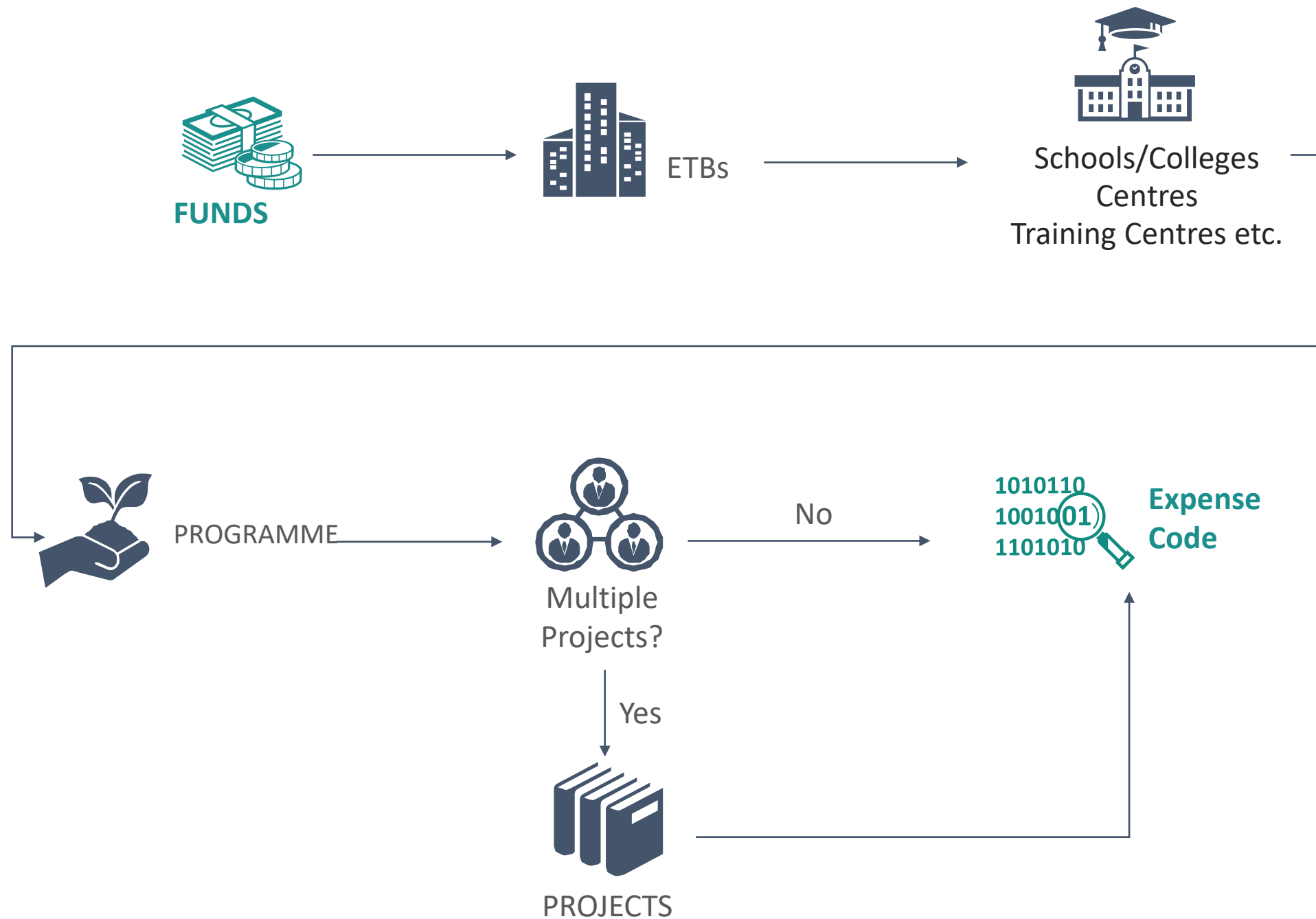
- Work practice
- Resource management
- Reporting process



Will not change

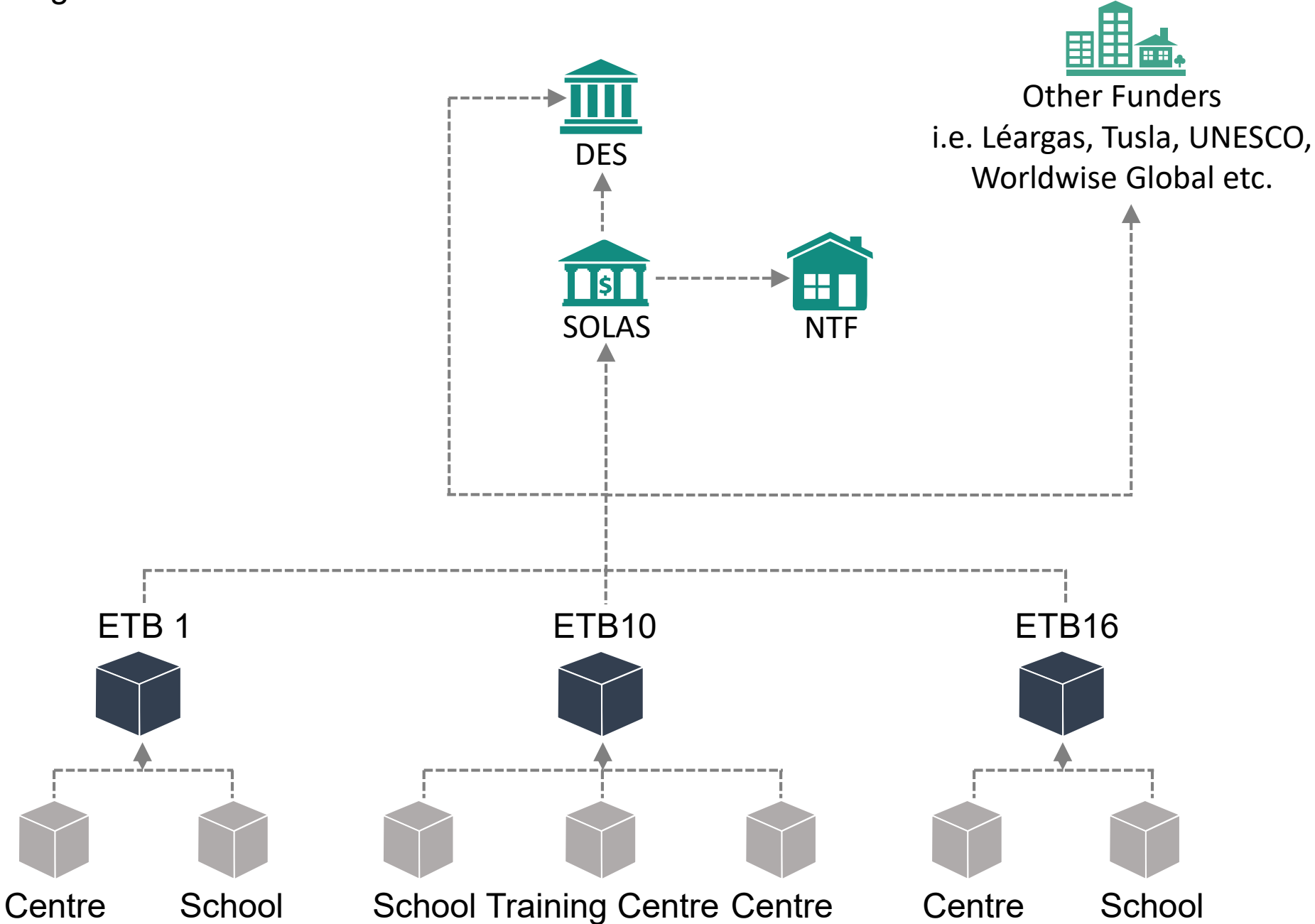
- Approval level in ETB's
- Reporting requirements
- ETB's will retain controls

Chart of Accounts - Funding Structure



Reporting re-cap

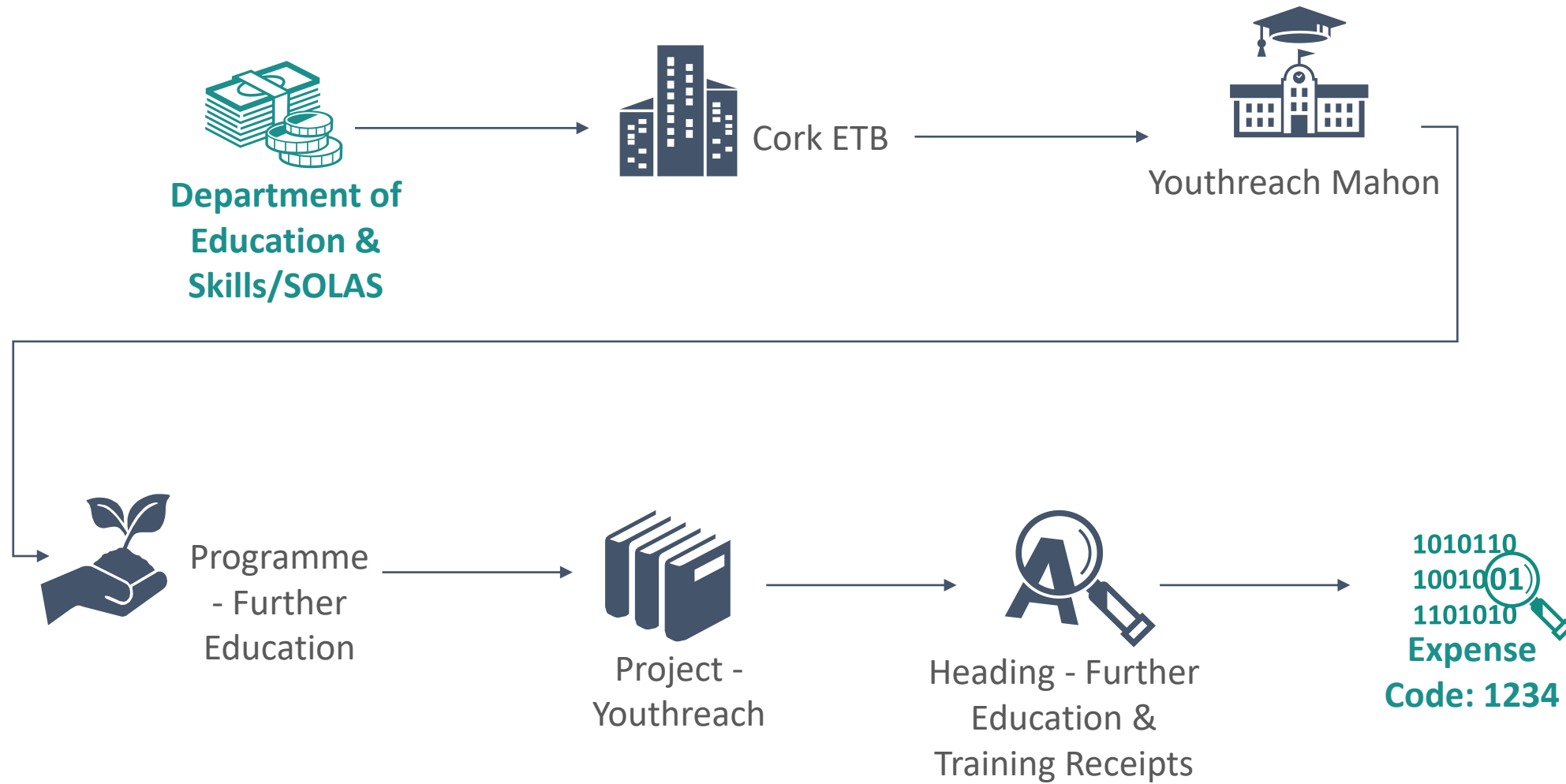
Reporting Framework





Example of Chart of Accounts

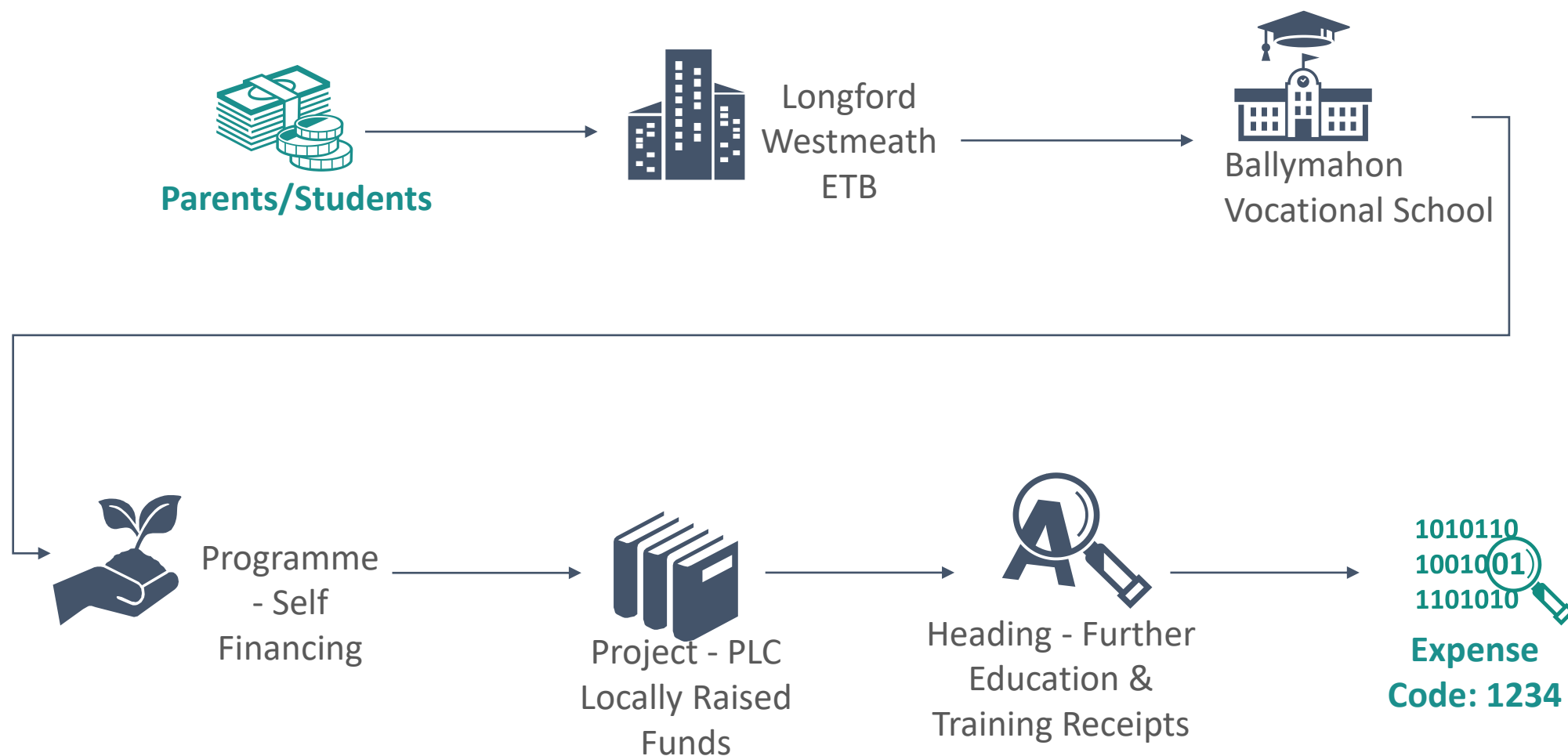
Scenario 1 – Youthreach



Example of Funding/Programme: i.e **Youthreach** is the principal national response in Ireland to the difficulties faced by young people who have left school early. It is an education and training programme targeting in particular those between 16 and 20 years of age who have left the mainstream school system with poor or no qualifications.

Rules/Guidelines: i.e. As part of the pay budget, administration costs, should not exceed 15% of the core non-pay budget , i.e. 15% of €49,341 per group of 25

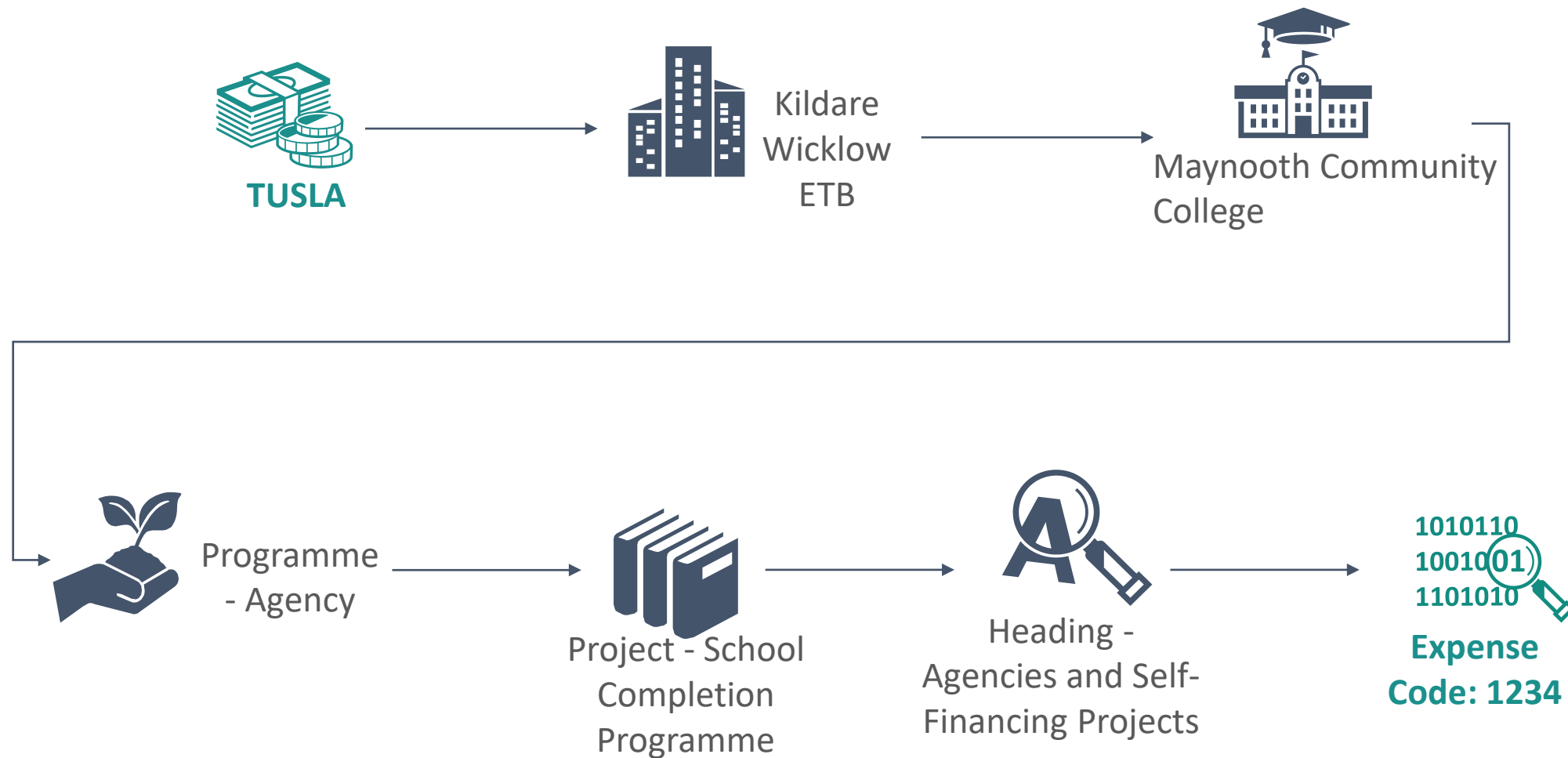
Scenario 2 – Self-Financing



Explanation of Funding/Programme: i.e. PLC courses take place in schools, colleges and community education centres. The courses are full-time and last for one to two years. They offer a mixture of practical work, academic work and work experience.

Rules/Guidelines: i.e. Any learner who enrolls on an approved PLC course is eligible to pay the €200 PLC programme participant contribution. The contribution is an annual contribution. Eligible participants on PLC courses of more than one year's duration must pay the contribution for each year of that course.

Scenario 3 – Agency



Explanation of funding/Programme: Inputs required from ETB's

Rules/Guidelines: Inputs required from ETB's

Next step

Establish Focus Group

- Focus group will include 6/7 representatives from the ETB's
- The focus group will initially be required to support with the following:
 1. Provide feedback & verify the definitions, rules and guidelines etc., under each funding programme
 2. Provide feedback on the proposed chart of accounts
 3. Identify current areas requiring improvement or where there is uncertainty

Focus group nominations should be into ESBS by Friday 15th February.

Banking

- Some information has been received in relation to Bank Accounts
- The information was gathered in 2016 and now needs to be updated and extended.
- We will be requesting updated information and other details from all ETBs



Questions?



Thank You!

Up Next - Revenue



Revenue

Ken Murray – Construction Branch

Nuala Flynn and Elaine Ford – Public Administration Branch



Break 11.35am -12.15pm
Plaza (Ground Floor)



Practical insight to data mapping and Data migration



» Session Objective



Objectives

- Session Objective
- Progress To Date
- Types of Data
- CoreHr Payroll Structure
- Insight into the Data Migration methods
- Level of Complexity
- Work effort required to Map and migrate

ETB Experience – Working with ESBS

ESBS Team	Role
Kieran O’Sullivan	ICT Lead
Bernadette Nash	ICT Support
Susan Deasy	Process Lead
Michelle Linton	Process Support
Debbie Woods	Process Support
Eddie Geoghegan	Operations
Wave 1 ETBs	
Dublin Dun Laoghaire ETB	
Cavan Monaghan ETB	





➤ Progress to Date



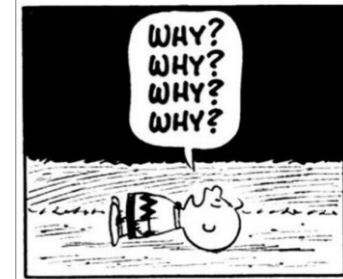
- **DDLETB & CMETB**
- **Initial load of data**
- **UAT1 CFG Prototype - 4 of 6 weeks completed**
- **Issues Identified, raised with Core and rectified.**
- **Exposure of Non Core ETB to the new system**
- **Next Phase**



Common Code – Why?

- Pay Scales
- Action Codes
- Company Codes
- Category Codes
- Departments
- Employee Status

- Each ETB needs to Look at the ESBS list of common codes and decide what you need to meet your business requirements, what codes in your ETB are obsolete, what codes you do not require and most importantly - the codes you do require and what they map to in the ESBS.



CoreHR Payroll Structure

- **Based on Hierarchical structure:**
- **Each Employee is assigned to:**
 - **Company**
 - **Management Unit**
 - **Cost Centre**
 - **Department**
- **Ensures that employees can be stored, processed and reported on in a secure - granular fashion**



The Data Migration Process

- **Three distinct components within the Data migration process.**
- **Reference Data**
- **Data Mapping**
- **Transactional Data**

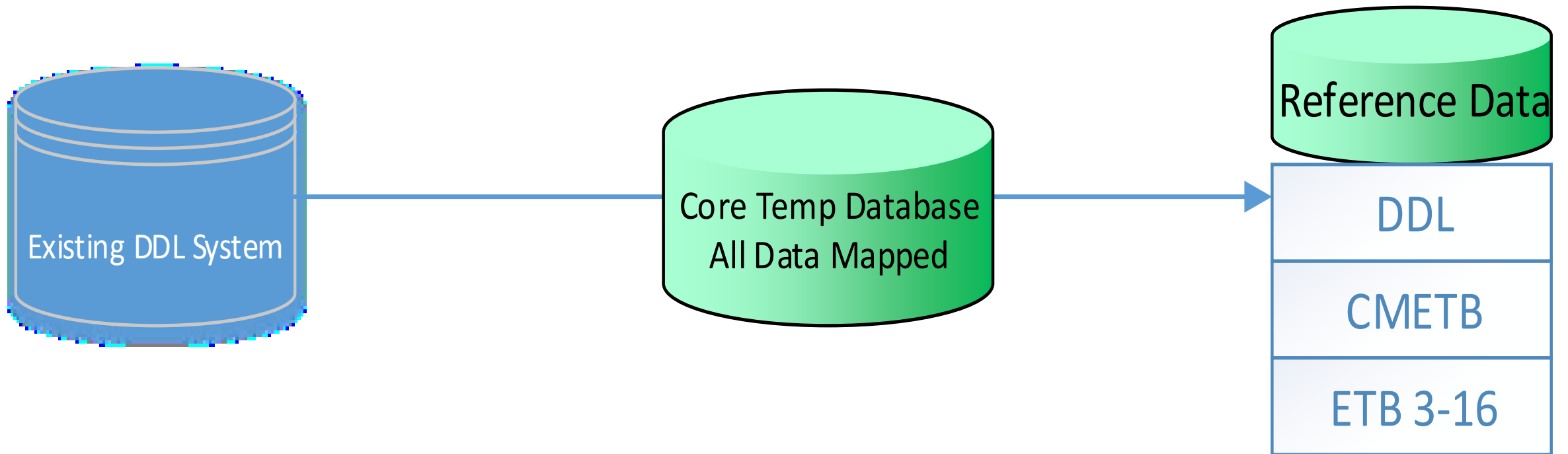


Data Migration

- **(4) Payrolls in use in Sector**
- **(2) Methods of Data Migration**
 - **Core systems - Database to Database**
 - **Non Core Systems - Data migration Templates**

➤ Core System → ESBS Core

Core to Core System Database to Database Migration





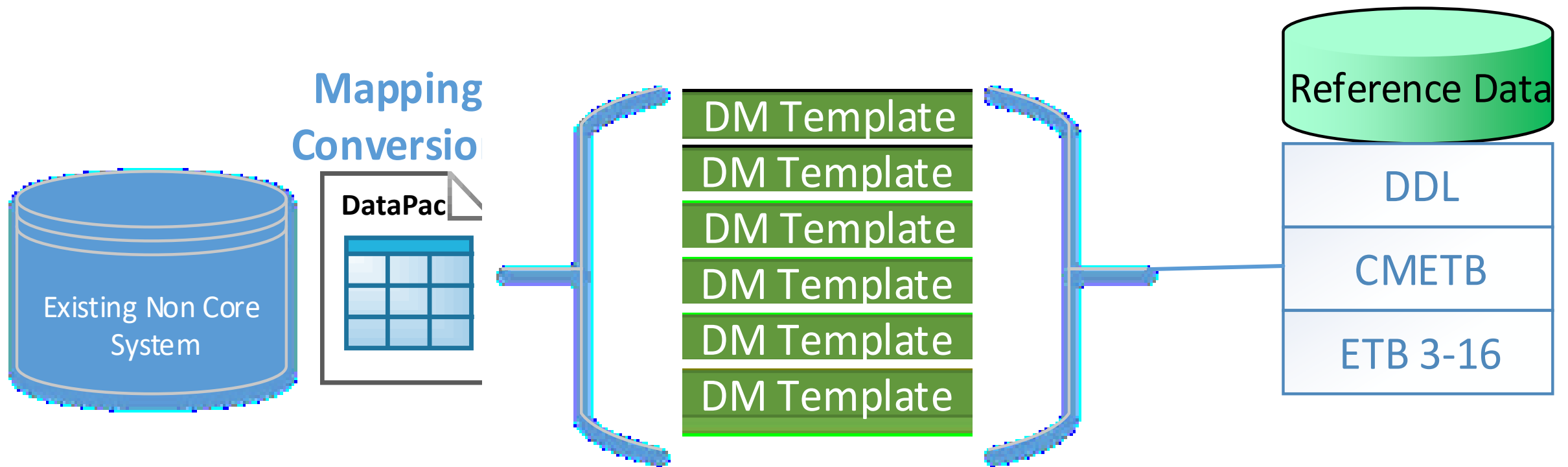
DDLETB - Core System Statistics

- **19,000 Staff Records**
- **605 Pay Codes**
- **603 Cost centres**
- **430 Project codes**
- **301 Workgroups**
- **143 Position grades/Pay Scales**
- **121 Job Codes**
- **96 category codes**
- **147 Expense codes**
- **60 Pension Schemes**

➤ Non Core System → ESBS Core

Non Core to Core System Migration By Data Template

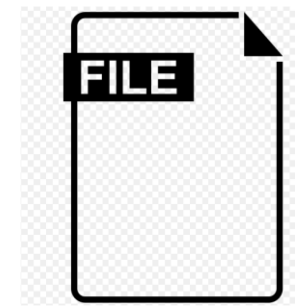
ESBS System





» Data Migration Files

- 16 DM Files
 1. Main HR,
 2. Address,
 3. Contact,
 4. *Contract*,
 5. Key Contract Dates,
 6. Contract Allowances,
 7. Cost Allocations,
 8. Main Payroll Record,
 9. Cumulative Pay,
 10. Deductions,
 11. Payroll History,
 12. Pensions,
 13. WorkGroups,
 14. Attendance History,
 15. Bank File
 16. Qualifications
- Over 200 Fields requiring data for EACH employee





CMETB - System Statistics

- **2,171 Staff**
- **Allowance, Deduction and T&A Pay Codes**
- **120 Cost centres**
- **149 Workgroups**
- **86 Position grades/Pay Scales**
- **123 Job Codes**
- **25 category codes**
- **3546 Expenditure codes**

CMETB – Work Carried Out

Overview of work carried out

To assist in completing the Data Reference Template containing 67 tabs, and mapping each employee to 21 data fields each for mapping.

What the issues were

The operation went smoothly. IT set up computers in a quiet location. Michelle and Debbie travelled to Monaghan and helped CMETB sorting through each field with Aisling (HR) and Rita (Payroll) taking it in stages.

Complexity

- Significant task, large amount of information required for each staff member. It wasn't a case of lifting data and dropping it into a field, Employees needed to be sorted into Management Units, Categories, Status's, Work Groups and various other fields that the Manser System never had a requirement for.



Lessons Learned

- ETB's benefit from this hands on approach.
- ETB's still have their regular day-to-day jobs to carry out.
- ESBS representatives on site in real time to help complete required fields & answer questions and keep a flow of communication between ESBS Head Office and CMETB HQ to ensure tasks could be completed as efficiently and accurately as possible.

Approximate Man days put into the project



➤ Issues with NonCore System

- **No Hierarchy**
- **No concept within existing system of Management unit department, No Pay Codes,**
- **Different architecture**
 - **Pay Scale with LSI issue**
 - **Pensions – deductions only**
 - **Time to migrate**
 - **DM Templates**



Issues, Challenges and Lessons Learned

General

- **Timescale**
- **Data requests initiated within the same time period**
 - **Information Gathering**
 - **Mapping - paycodes took a long time as values and attributes had to be reviewed**
 - **Migration**
 - **Process Flow**
- **Strategy Change from Day1 data to Legacy**
- **Subject matter experts are required from HR, Pensions, Time, Expenses (T&S) and Payroll to work on the mapping and to confirm the accuracy of the information in the common code**

Non Core ETBs –

- **Familiarisation with the Core Product**
- **Learning the language of Core**
- **Pension schemes labelling different**
- **Different Structure and Hierarchy**



In Conclusion

- **DM is a complex operation**
- **It will require time and resources from an ETB**

- **What you will need to do....**
- **What you can do now to Prepare**
- **How can we help**



Walkthrough of ESBS ETB Payroll Process Hierarchy & Process Maps



Session Objectives



Objectives

- Introduce the Process Team
- Outline the ESBS context behind creating the process hierarchy & process maps
- What a process hierarchy is
- Walk-through of ESBS “to-be” state Level 3 & Level 4 Process Map Examples.
- Wrap-up of process session



➤ ESBS Context – What we did & how we did it

- 1) **Created a Process Hierarchy** (structured index of processes)
 - Based on the agreed “Activity Split” document
 - Define scope of ESBS
 - Establish touch-points between the ESBS & the ETBs

- 2) **Created process maps in context**
 - Based on input from ETB & ESBS-based Subject Matter Experts (SMEs)
 - Enabled understanding of deeper levels of detail
 - Ultimately enable payroll to be run from the shared services centre

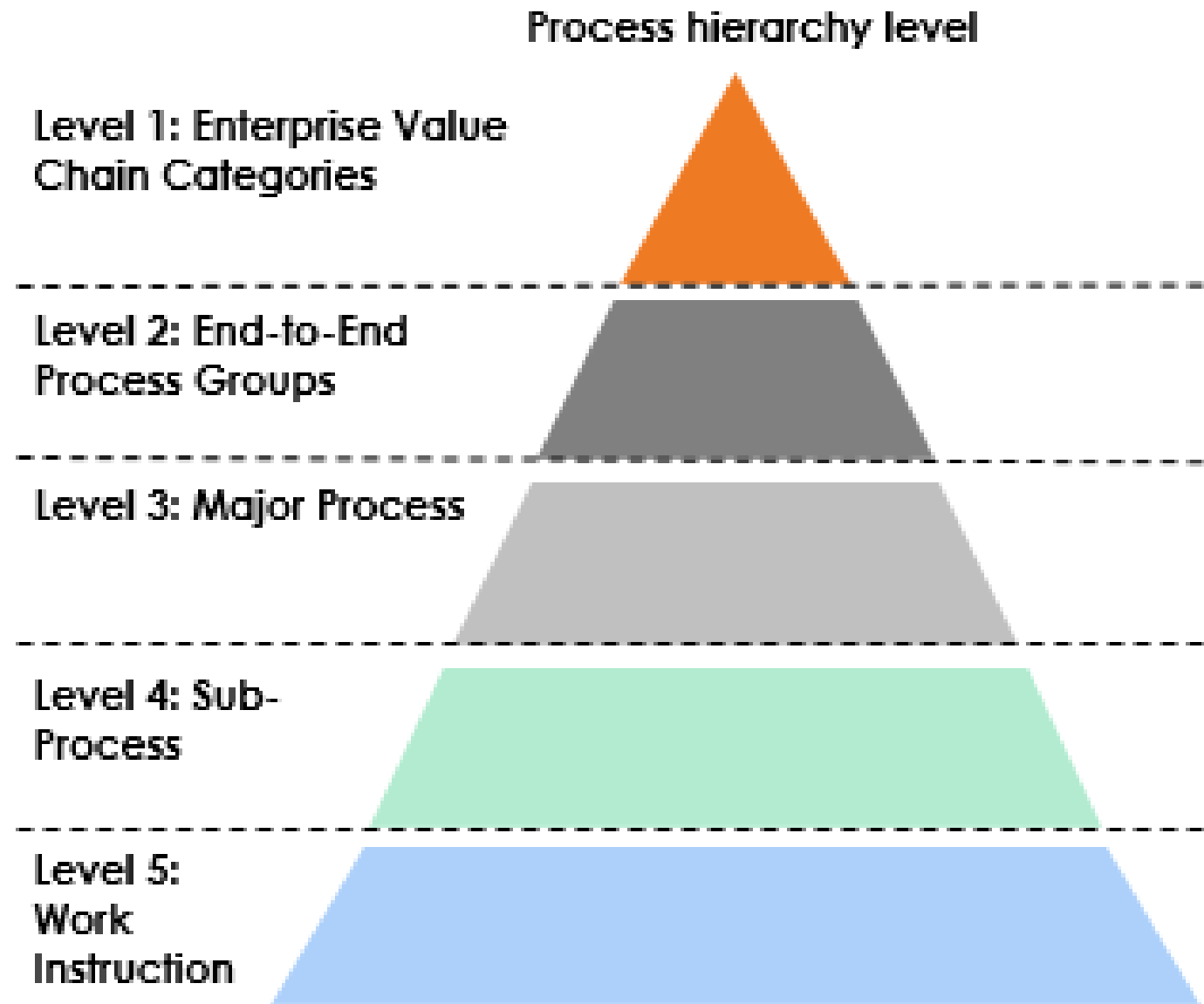
- 3) **Outputs of these maps helped show...**
 - What the functionality the application (CoreHR) needed to do
 - Where User Acceptance Testing (UAT) needed to confirm functionality of the system
 - What training would need to be rolled out & to whom



» Process Hierarchy – What is it?

Process Hierarchy Definition:

“A Process Hierarchy gives a view of how all the processes within a given organisation (like a company, team or a project in this case) all relate to each other.”





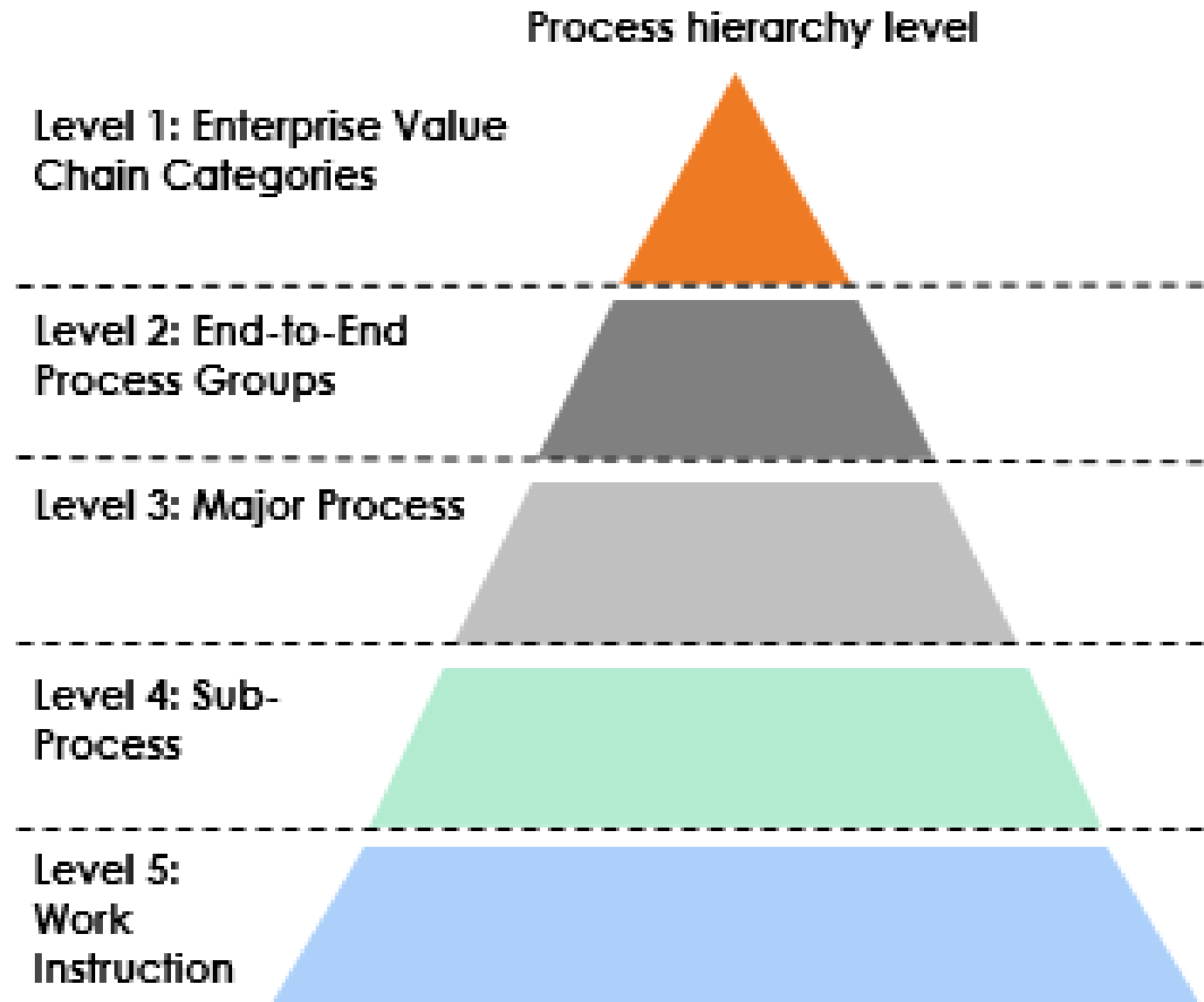
» Process Hierarchy – Value

Process Hierarchy Definition:

“A Process Hierarchy gives a view of how all the processes within a given organisation (like a company, team or a project in this case) all relate to each other.”

Value of Process Hierarchy:

- Helps define overall scope of team / project
- Gives context to processes
- Shows how processes relate to each other





➤ Process Hierarchy – How to Read it?

Process Hierarchy Definition:

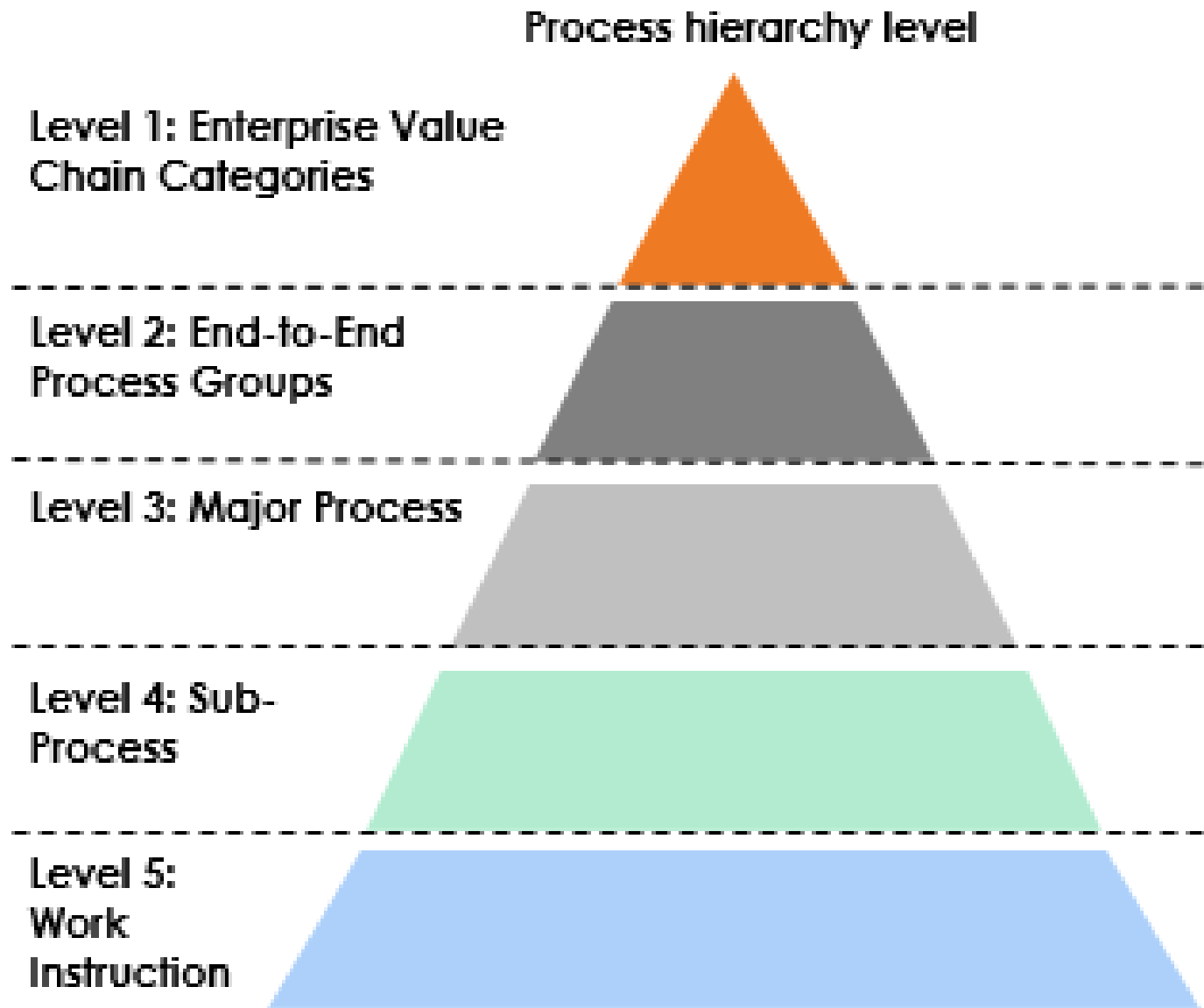
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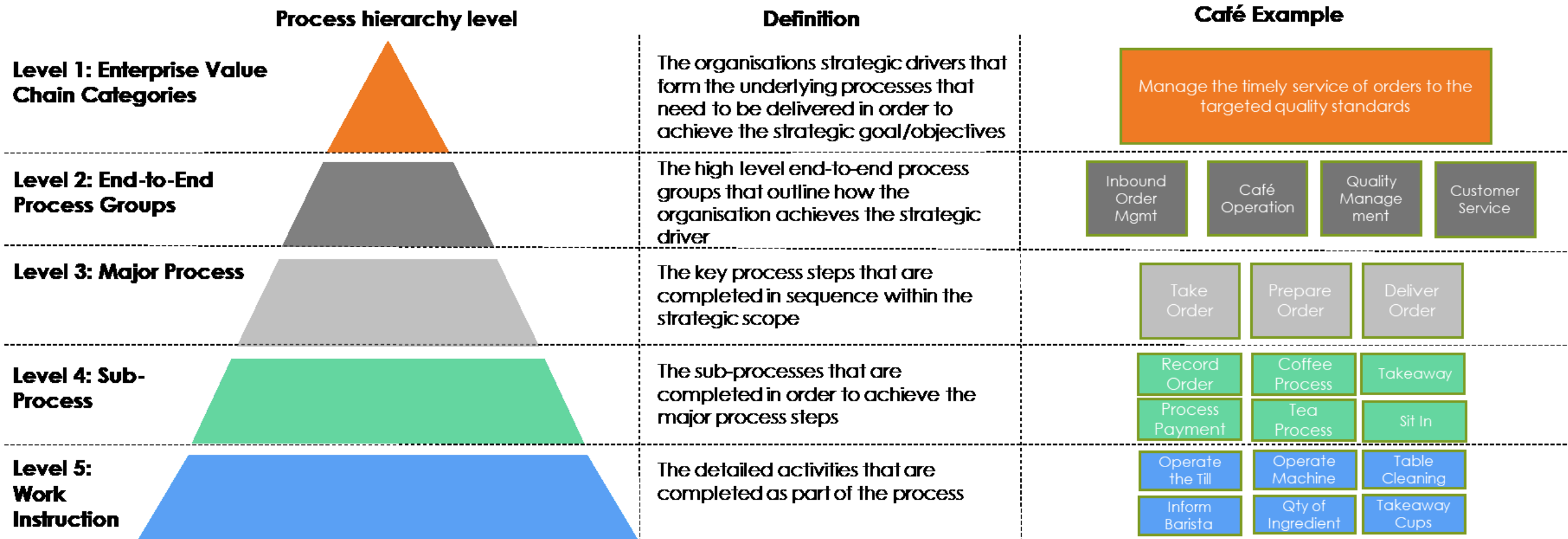
How to Read It:

- Start at the top (wide scope, little detail)
- Follow naturally cascading sequence
- Finish at the bottom (narrow scope, heaviest detail)





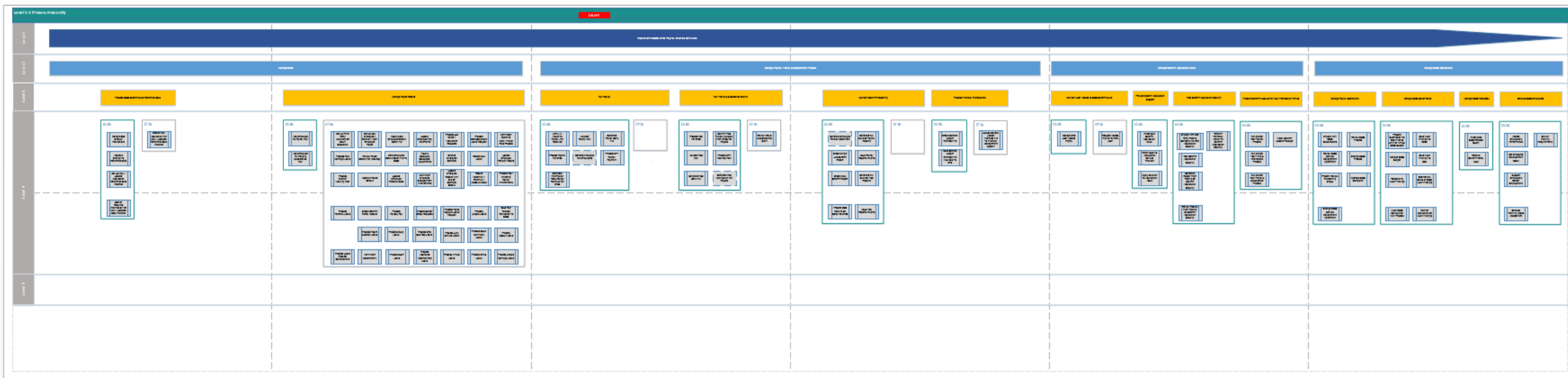
» Process Hierarchy – Example...





ESBS Process Hierarchy – Diagram Version

- Let's look at the ESBS Process Hierarchy example...





ESBS Process Hierarchy – Table Version

Levels	HierarchyID	Name
1	1.0	Implement ESBS ETB Payroll Shared Services
2	1.1	Manage Data
3	1.1.1	Process ESBS CoreHR Suite Reference Data
4	1.1.1.1	Manage DES Circular Instructions
5	1.1.1.1.1	Read DES Circular
4	1.1.1.2	Approve Change To Reference Data
5	1.1.1.2.1	Assess Application To Change CoreHR Suite Reference Data
4	1.1.1.3	Set Up New / Update Application Reference Data Instance
5	1.1.1.3.1	Set Up New Application Reference Data Instance
5	1.1.1.3.2	Update Existing Application Reference Data Instance
5	1.1.1.3.3	Issue Communication To ESBS Team
5	1.1.1.3.4	Issue Communication To Affected Party
4	1.1.1.4	Gather Required Information For New / Updated Data Instance
4	1.1.1.5	Create New Application For New / Updated Reference Data Instance
5	1.1.1.5.1	Complete Pre-Defined Form With Details About What New Reference Data Is Required
5	1.1.1.5.2	Complete Pre-Defined Form With Details About What Reference Data Needs Updating
5	1.1.1.5.3	Submit Completed CoreHR Reference Data Form To ESBS
3	1.1.2	Manage Payee Record
4	1.1.2.1	Add Employee To Payroll Run
4	1.1.2.2	Set Up Third Party Voluntary Or Court Deduction
5	1.1.2.2.1	Employee Authorises Approved Third Party Voluntary Deduction
5	1.1.2.2.2	Assess Validity Of Deduction
5	1.1.2.2.3	Notify Employee That Deduction Is Invalid
5	1.1.2.2.4	Enter Deduction Details On Employee Details Batch File
5	1.1.2.2.5	Enter Employee Deduction Details Into CoreHR
5	1.1.2.2.6	Deduction Code Assigned To Employee
4	1.1.2.3	Set up New Employee / Rejoiner / Non-Employee Payee
5	1.1.2.3.1	Assign Employee / Rejoiner / Non-Employee To Organisation Structure Position
5	1.1.2.3.2	Input Payee Personal Details
5	1.1.2.3.3	Assign Payee Contract Details
5	1.1.2.3.4	Set Up Payee Salary Details
5	1.1.2.3.5	Input Payee Bank Details
5	1.1.2.3.6	Assign Employee Leave Balances
5	1.1.2.3.7	Peer Reviewer Reviews Payee Details
5	1.1.2.3.8	Contact Payee To Provide Valid Information

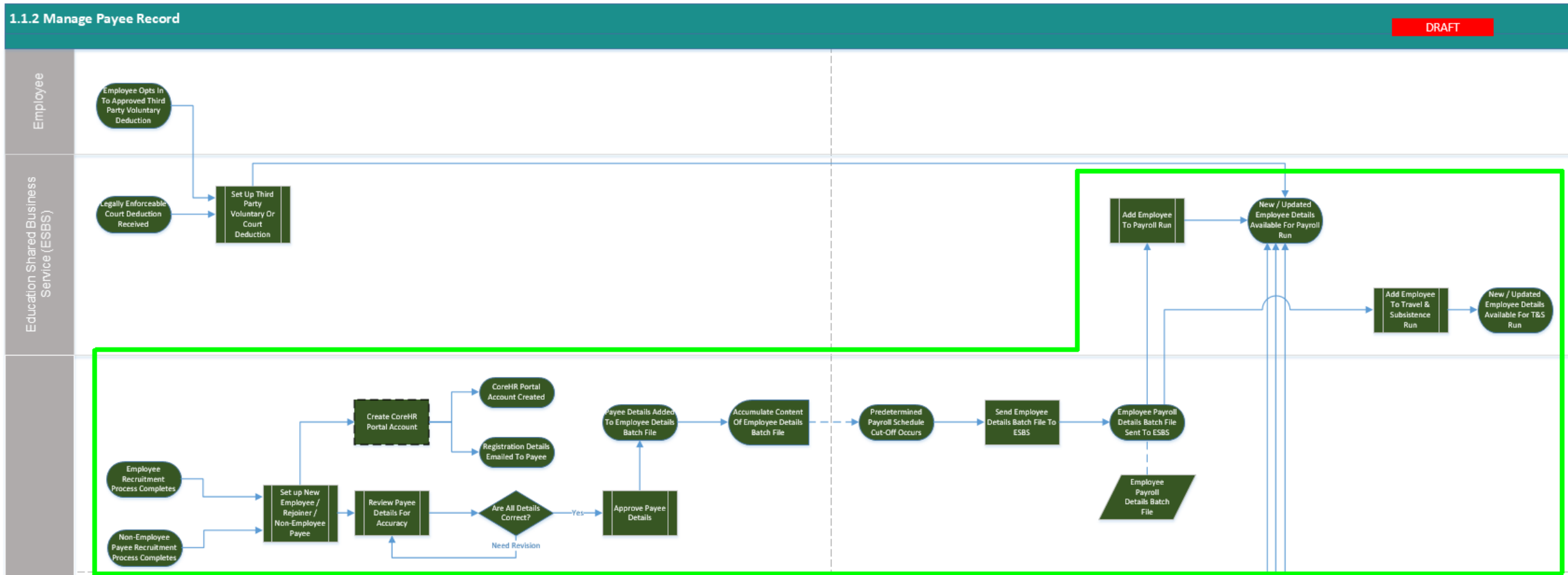
Note:

The “Excel” / Table Version details processes from Level 1 to Level 5.



ESBS Level 3 Process Map Example

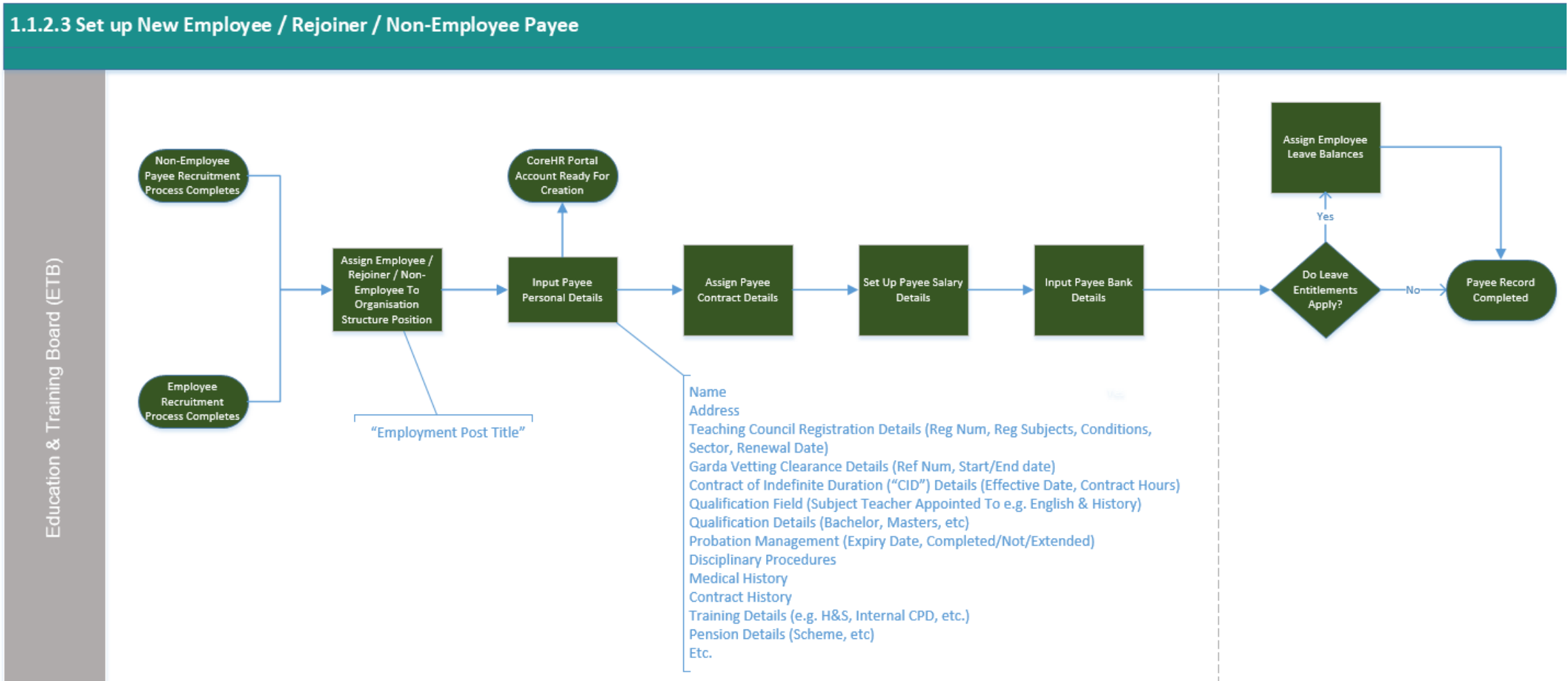
- And now, the Level 3 map example...





ESBS Level 4 Process Map Example

- And lastly, the Level 4 map example...





Completed Objectives



Objectives

- Outlined the ESBS context behind creating the process hierarchy & process maps
- What a process hierarchy is?
- Walked-through of ESBS “to-be” state Level 3 & Level 4 Process Map Examples



Wrap-Up Of Process Session

Contact / Find us:

 esbsetbpayroll@esbs.gov.ie

 01 889 2354 / 2363

 D15 YT2H



Review & Wrap Up

Micheál Lenihan – Lecture Theatre