



Better HR and Payroll Processing with Ascender Pay

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Issues Raised in 2008 Implementation Review

- **Infrastructure and IT Management**
- **The Amount of Customisation**
- **Low level of Involvement**
- **Poor Data Quality**
- **No Change Management**
- **Business Procedures Unknown or Not Followed**
- **Reporting**
- **Training**
- **Resources**
- **Ghost Employees**
- **HR Governance**



Management of Infrastructure and Networks

- **Web Self Service Not Working**
- **Communications Network**
- **Poor Training and Development outcomes**
- **Not easy to get users added**
- **Very much Payroll Focussed**
- **Service Level Agreements - Outsourcing**

- **To be reviewed and ask the question – do we still need this**
- **What will Version 18 do?**
- **Product Panel**
- **Paying Annual Maintenance on Custom Work**
- **Get the Basics Right**



Departments and Agencies to take Ownership

- **Should be an ongoing task**
- **Data Cleansing a good example**
- **Give the people what they want**
 - **Not just a payroll**
 - **HR Issues Addressed**
 - **Use the Functions Freely Available**
- **Help the Clients make the most of Ascender Pay**

- **Data Cleansing a Success**
- **Not good for Biographical Data**
 - Qualifications
 - Birth Date
 - Start Date
 - Skills
- **Give people access to their own information, not to change but see**



Change Management

- **Everything changes**
- **We need:**
 - **Documentation**
 - **Training**
 - **On-going review of how we are going**
 - **A little bit at a time**

- **Identify Key Systems and Processes:**
 - Recruitment
 - Payroll
 - Leave
 - Promotions and Transfers
 - Claims
- **Document the Procedure**
- **Reduce Manual Processing**
- **Implement WSS**
- **Train**

- **The Key is the Data**
- **Review Current Reports**
- **Stop sending them and see what happens**
- **Review what is Available**
- **Make them Accessible**
 - **WSS Dashboard**
 - **Publish to the Network**



Insufficient GoPNG Trained Staff in Ascender Pay

- **Examine training techniques**
- **Build Self Reliance**
- **Make Ascender Pay a Course and/or Module at PNG IPA**
- **Certification**
- **Create a pool of expertise**
- **Establish a Help Desk as a Training Opportunity**



No Resources to Support the HR/Payroll System

- **Pool Resources into One area supporting Ascender Pay**
- **Outsource the hard stuff**
- **Lock in Service Level Agreements - Outsourcing**
- **Improve Relationship with Central Agencies and User Department**
- **Use the IPA**



Possible Ghost Employees

- **Take DPM to the departments, create teams like data cleansing**
- **Photograph all Public Servants**
- **Pay Parades – Identify Suspected Ghosts**
- **Force Public Servants to have bank accounts**
- **Deploy Web Kiosk and devolve responsibility to Departments allowing them to control their own data and to keep track of their requests**



Poor HR Governance

A Team to Fix:

- **Employees without positions**
- **Suspended employees in Education**
- **Higher Duties outside of General Orders**
- **Leave Balances**
- **Allowances paid outside General Orders**
- **Abuse of deductions**
- **Fin Vote Codes incorrect**
- **The information gaps can be identified in Ascender Pay**



Data Accuracy Vision

- New positions are added to the system by a central group, after authorization which ensure budgets are adhered to.
- Accurate records are held for all employee's occupancies, ensuring compliance to policy.
- Details of employees qualifications, licences and skills are recorded, facilitating formal, accountable and transparent recruitment activities.
- All Leave taken is trapped in the system and accurate leave entitlement records are maintained and leave liabilities provided.
- All public servants photos on the system through photographing, pay parades etc



Governance Vision

- HR records are accurately recorded allowing for analysis of trends and corrective action
- Retrenchments are considered and fair. Useful skills are not squandered. Calculations of entitlements are accurate and swift.
- Overtime and allowance claims are subject to authorization and compliance checks.
- Payroll monitoring to transaction level, reconciliation a body charged with oversight of expenditure
- All Departments on-line with Web Kiosk and employees themselves verify data. Leave requests, timesheet claims and other forms of data input are done in the Kiosk.



IT and Infrastructure Vision

- A published Production schedule that runs on time every pay period.
- A Disaster recovery plan that is tested and proven to have recovery under 4 hours
- Production systems up 24 hours a day, 365 days a year with over 99.9% availability.
- Off site backup storage and recovery
- A strong and vibrant system management group who work closely with HR policy developers
- A Well manned central application support desk providing information and advice to Departmental Help Desks



Sustainability Vision

- Central HR/Payroll help desk supported by
 - Business support team
 - Policy support team
 - Systems administration
 - Security administration
 - Configuration management
- Business continuity plans.
- All Departments with at least one certified Ascender Pay user to provide guidance to the HR/Payroll staff.
- A well trained and capable data entry team
- Continuous training to develop skills and the GoPNG body of knowledge in HR, Payroll and Ascender Pay



Reporting Vision

- Reports and mechanisms in place to detect unusual transactions and activities, and an ability to investigate these transactions to verify validity
- A small group of people 'mining' the database looking for variations to policy, HR trends and verifying compliance with General Orders and other policy.
- A Reports team developing ad-hoc reports to support Government strategy
- Reports delivered by email, or PDF on a central server
- Clear delineation between Implementation activities and payroll production



Government of png objectives

1. *CENTRAL CONTROL* of HRM/Payroll policies but managed and *OPERATED REMOTELY* by line agencies
2. *ENSURE COMPLIANCE* in implementing Terms and Conditions of Employment
3. A fully integrated and *POSITION DRIVEN* system
4. *SAVE COSTS* by improving accuracy, reducing manual calculations and unauthorised leave and increasing establishment control
5. Enable planning for manpower development and training to *MEET COMPETENCY NEEDS*
6. Enable *CENTRALIZED AND REMOTE LINE AGENCIES ACCESS* to organisational, manpower and payroll cost data to ensure accountability and compliance with budgetary ceilings
7. To *DECENTRALIZE MANAGEMENT OF DATA* to the provinces



OBJECTIVE 1

CENTRAL CONTROL - REMOTE OPERATION

Requirement:

- Centrally maintained and controlled policies, business rules and security profiles
- Access by all Departments, Agencies and Provinces to authorised functions and processes
- Comprehensive Audit functionality

Solution:

- Application deployment via Web user interfaces
- DPM/Finance control configuration and maintenance of business rules, security and audit

Benefit

- Integrated HRIS solution controlled centrally but managed and operated remotely by line agencies.

Configuration and Security

- Controls and Business Rules
- Organisation Structure
- HR, Payroll and Leave Configuration
- Position Profile
- Policies
- Help



ACCESS BY DEPARTMENTS, AGENCIES, PROVINCES AND REMOTE LOCATIONS

Including:

- Data Input
- Workflow
- Reports
- Recruitment to Appointment
 - Approval to Pay
 - No Position No Pay
- Transactions
 - Transfers,
 - Promotions, HDA,
 - Leave, Timesheets, Course Nomination



ACCESS BY DEPARTMENTS, AGENCIES, PROVINCES AND REMOTE LOCATIONS

- Human Resource Development
 - Performance Appraisal
 - Individual Development Plans
 - Skills Matching
 - Succession Planning
- Termination
 - Preview Pay
 - Process Pay
 - Termination
 - Job Number Methodology



OBJECTIVE 2

COMPLIANCE TO TERMS AND CONDITIONS

Requirement:

- Compliance to the Governments HR/Payroll policies and procedures
- Proper application of conditions of employment to prevent over expenditure

Solution:

- The ability to build compliance to the Governments terms and conditions within our solution
- Our solution provides the GoPNG with the ability to control the budgeted establishment and associated employment costs (commitments)

Benefits

- Strict adherence to Leave Rules would result in a significant savings



OBJECTIVE 3

POSITION DRIVEN FULLY INTEGRATED SYSTEM

Requirement:

- Central control of approved establishment with a mandatory requirement that all officers will have a position ie, no position no pay
- Full integration between Establishment, HR and Payroll components

Solution:

- Our solution allows central control of the Establishment and appointments, ensuring compliance to budgetary ceilings
- Our solution provides the Government with the ability to build the Establishment and the Organisation Capability required to fill the establishment

Benefits

- An integrated, position driven HRIS solution would eliminate the unauthorised recruitment and overpayment of all classes of public servant



OBJECTIVE 4

COST SAVING AND INCREASED ACCURACY

Requirement:

- Positive Return on Investment from implementation of an integrated HR/Payroll system
- Elimination of manual calculations through date driven retrospective processing
- Automate leave accruals, calculations and history with inbuilt workflow controls

Solution:

- Increased accuracy by decentralising access to and responsibility for HR/Payroll data
- DPM controlled configuration of business rules, line departments control of data
- Industry leading *Automatic Retrospective Processing*

Benefit:

- Cost savings of up to K40,000,000 per annum through elimination of unauthorised payments and overpayments



OUR SOLUTION SOLVES YOUR PAYROLL ISSUES

- CPI Adjustments
- Manual Payments
- Position Based Allowances
- Gratuities
- Resumptions
- Terminations and Suspensions
- Leave Management
- Deductions
- Budget Preparation

- **Requirement:**
 - Improved management of the Government's investment in Human Resource Development
 - Maximise selection process to match the best person or people for a task, job or project.
 - Manage the training process to ensure resources effectively used
- **Solution: Training and HRD Module**
 - Configure position profile which include skills, competencies, qualifications etc
 - Match position profiles with person profiles for recruitment and promotion
 - Identify training needs, skills and competency gaps, career options and individual development needs
- **Benefit**
 - The investment of the Government's Human Resource Development funds are more effectively utilised

- **Requirement:**
 - Line Agencies accountable for expenditure
 - Access to and control of data by Departments, Agencies and Provinces
 - Regular updates for users on progress and assistance with preparation of budget
- **Solution:**
 - The Budgets and Commitments module allows for recording and reporting of employment costs (actual and budgeted)
 - Flexible deployment options ensure access to even the most remote locations to a central, secure database
- **Benefit:**
 - Immediate access to HR/Payroll system to all Agencies will increase control and prevent over expenditure



OBJECTIVE 7

DECENTRALISED MANAGEMENT OF DATA

Requirement:

- To decentralize management of HRM/Payroll data to the Provinces

Solution:

- Application deployment via the Web
- DPM/Finance control configuration and maintenance of business rules, security and audit

Benefit

- Integrated HRIS solution controlled centrally but managed and operated remotely by line agencies.



WE WANT CONCEPT TO BE THE GOVERNMENT OF PNG'S SYSTEM

- **Our model is that our solution will become the Government's own HR/Payroll system, *backed and supported by Concept!***
 - We will train your trainers and Government staff will work beside Concept staff on the help desk
 - We will set up systems to ensure application integrity, data accuracy and correct input

- Three Options
 - Government staff only
 - Jointly staffed by Concept and Government people
 - Concept staff only
- It was agreed that a joint help desk would be the best option
- Government staff would rotate through the help desk after initial training and prior to the implementation within their area
- Ongoing training would be by help desk staff

- **Implementation Methodology - one team, one objective**
- **Transfer of skills**
- **Auditing training and system management**
- **Self assessment**
- **Make Concept the Governments system**
- **Successful pilot site**
- **Help desk is a training opportunity**

INTEGRATION



Position Number
(Human Resource Details)



Fixed



Payroll Number
(Pay Calculations)

- **ELIMINATION OF GHOST EMPLOYEES.**
- **REDUCED NUMBER OF STAFF CLERKS.**
- **REMOVAL OF DUPLICATED PROCESSING.**
- **CESSATION OF UNAUTHORIZED ALLOWANCES / PAYMENTS.**
- **THE PROPER RECORDING AND PAYMENT OF LEAVE.**
- **STRICT ADHERENCE TO GOVERNMENT POLICY AND BUSINESS RULES.**



ADDITIONAL VALUE ADDED MODULES

- Occupational Health and Safety
- KPI - HR Analysis - Profiles, Leave, Costing, LOS, Age Distributions
- Remuneration Planning
- Metalayer/Adhoc/ODBC
- Time and Attendance
- Succession Planning



ABOUT US

- HR/Payroll System with several large clients including:
 - Bank of PNG, Trukai, PNG Gov, G4S, ANZ, Orion, Puma Oil and NCDC.
- Not Just Payroll :
 - HR, Talent Management, OH and S, Employee Self Service, Reporting.
- GoPNG:
 - Ascender Pay is used across All Departments and Agencies. Currently 130,000 employees are paid on the software each fortnight!
- Training and Coaching:
 - Certified Ascender Pay Training
 - Human Resource Management
 - Occupational Health and Safety
 - Leadership and Team Building:
 - Coaching Middle Managers, Supervisors and HR Leaders.



HUMAN RESOURCE MANAGEMENT WITH ASCENDER PAY

- Compliance with the Governments Business Rules as contained in the General Orders.
- Establishments and Re-organisations
- Salary Structures
- Salary Increments
- Salary Packaging
- Recruitment and Transfers/Promotions
- HR and Leave Processing and Approvals
- Training Course Administration
- Human Resource Development and Performance Management Systems

- Master User Control of HR Modules
- Systems Administration Service Levels
- Reporting
- Web Self Service Roll Out
- Time and Attendance
- Leave Fare Management
- Budgets and Commitments
- Code Standards
- Shared Service Centre
- Real Time Reporting and Control
- Upgrade to Version 16



A VISION FOR ASCENDER PAY AT GOPNG

What would a well functioning HR and Payroll System look like at GoPNG?

- All Organisation Structures up-to-date and accurate
- Biographical Data maintained
- Sick, Recreation and Long Service Leave Applications and Approvals
- Probation Reminders and Notification
- Contract Renewal and Expiry
- Discipline processing
- License and Ticket expiry and renewal
- Passport and Visa expiry
- Dependent records



WEB SELF SERVICE BUSINESS PROCESS FLOWS

Business Process Workflows to be done from within the Web Self Service module:

- Sick, Recreation and Long Service Leave Applications and Approvals
- Probation Reminders and Notification
- Contract Renewal and Expiry
- Discipline processing
- License and Ticket expiry and renewal
- Passport and Visa expiry
- Dependent records



COMPLIANCE WITH BUSINESS RULES

Ensure all Departments and Agencies comply with the General Orders including:

- Leave Rules
- Entitlement to DMA's and SDMA's and other Allowances
- Higher Duties Rules
- Probation
- Contract Term
- Key Result Areas

- Won the PNG Gov Tenders in 1991, 1997 and 2001
- World Wide Tender in 2001 with 230 Testing Scenarios
- Concept/Ascender Pay/AscenderPay passed 214 of them and had solutions to the other 16
- The nearest competitor had less than 100
- If a system was built from scratch for the PNG Government, it would look a lot like AscenderPay
- Main issues are:
 - Access
 - Leave Management