

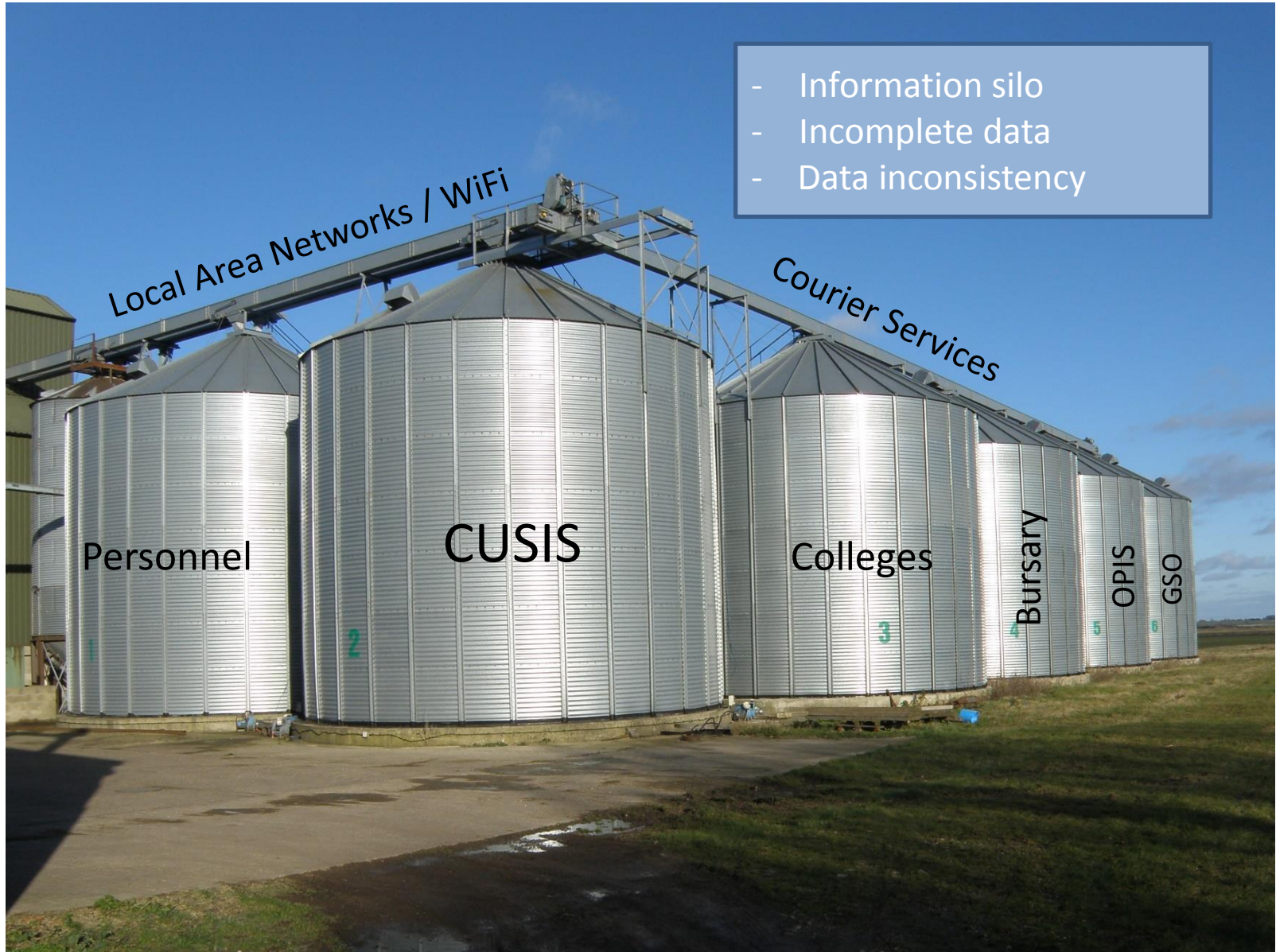
Open Forum for Human Resources Management System (HRMS)

July 2014

Purpose of this forum

- Background of HRMS project
- HRMS – What and Why
- Benefits and Challenges
- Your comments and feedback
 - Forum, Survey, HRMS webpage
 - Help select a system with features that best meet the needs of the users and the University

CUHK Information Systems Today

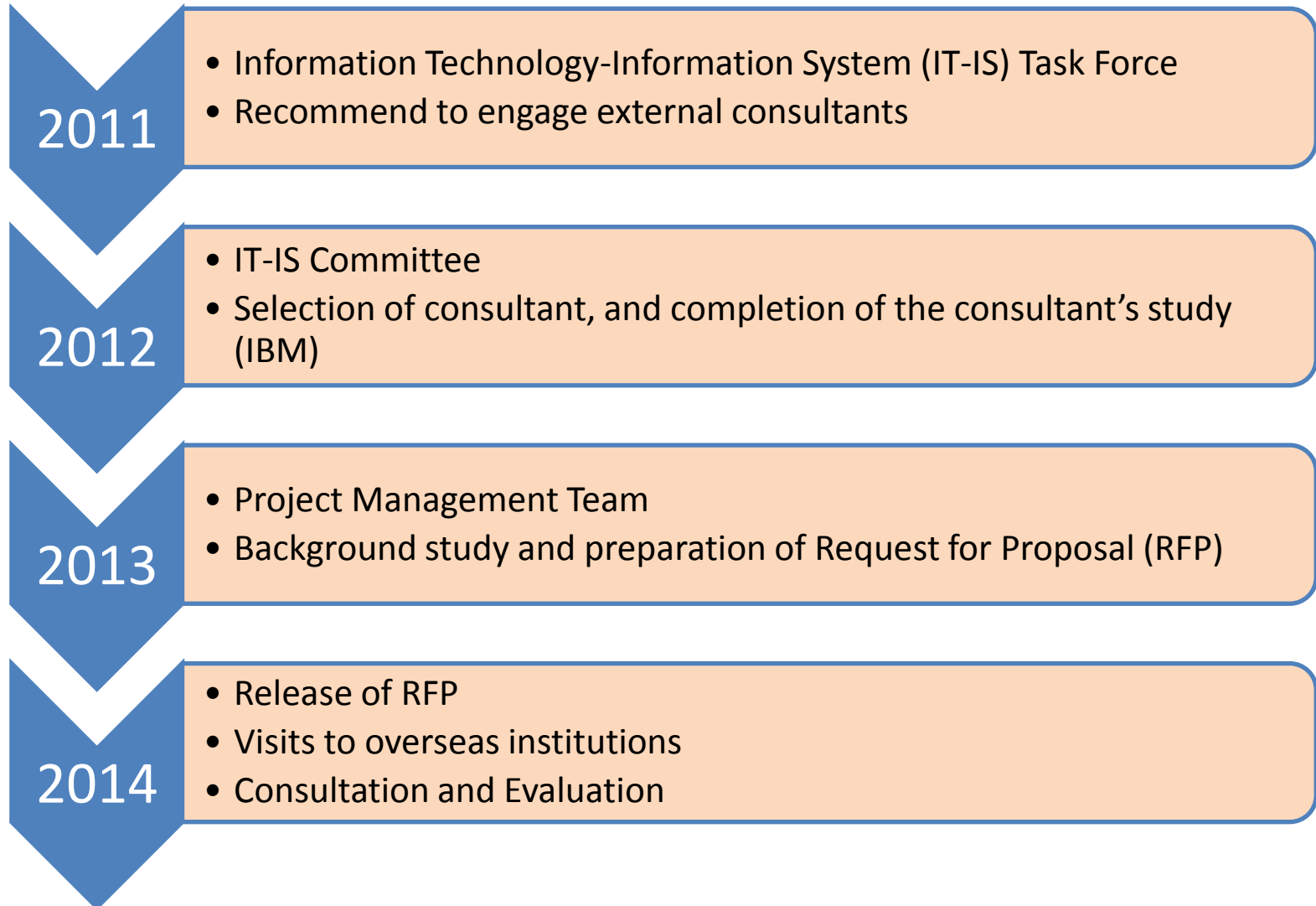


Reasons for Change

- A significant part of **manual work** today is due to
 - Lack of secure and user-friendly user interface
 - Lack of coordination of data across systems
- Requirements on **academic administration** today
 - Highly complex and evolving over time
 - Cannot be satisfied by systems developed years ago
- **Existing systems outdated** and cannot be maintained
 - IBM AS400 Platform (UPPS)

New inter-operable systems can help enhance efficiency and allow better, informed decisions

The development leading to HRMS



IT-IS Task Force (2011)

- August 2011
 - IT-IS (Information Technology – Information System) Task Force was set up to study the information management workflow and practice so as to **enhance the IT support** for the university
- A survey on the current practice in information management activities in 22 offices was conducted
 - 8 Faculty Offices, BUR, PO, RES, OAFA, GSO, ISO, KTO, OAL, OAL-China, OIA, OSA, RAO, UHS, ULS

Comments related to Personnel/Payroll

- Relying too heavily on manual work
- Lack of electronic workflow solution in areas e.g.
 - leave application
 - performance appraisal
- Depending heavily on physical filing systems
- No ready access to staff information at faculty level or department level, e.g.
 - employment history
 - outside practice data

IT-IS Task Force Recommendations

- December 2011 (University Strategic Planning workshop)
 - Engage consultants to undertake an entire review of HR and other legacy systems
 - Set up an ad hoc committee to define the scope of study and to select, guide and monitor the consultant's study
 - Report back by the 2012 University Retreat

IT-IS Ad Hoc Committee (2012)

- Actions taken
 - Issued a Request for Proposal in March
 - Selected [IBM Global Business Services](#) as the consultant for the study in June
 - A study of 19 weeks from June to October
 - Final report submitted on November 8
 - Consultant's presentation of findings and recommendations

Study Objectives

- Identify current **management issues and deficiencies** of the administrative systems in personnel management and research administration
- Review underlying **problems** and propose corresponding business **improvements** with the support of IT systems
- **Prioritize the needs** of improvement with reference to the driving factors for review and constraints
- Develop a **change roadmap** on the implementation plan of various options of enhancements

Study process

- 49 interviews and focus group sessions covering ~100 stakeholders
 - VC, Provost, PVCs, AVPs
 - Deans, Associate Deans (Research)
 - Faculty Secretaries, Department Chairs (focus group)
 - Heads and working level staff of major units (Registry, PO, Bursary, RAO, KTO, ITSC)
- Benchmarking against practices in reputable institutions
- Recommendations and feedbacks from senior management

IBM's Recommendations on HRMS

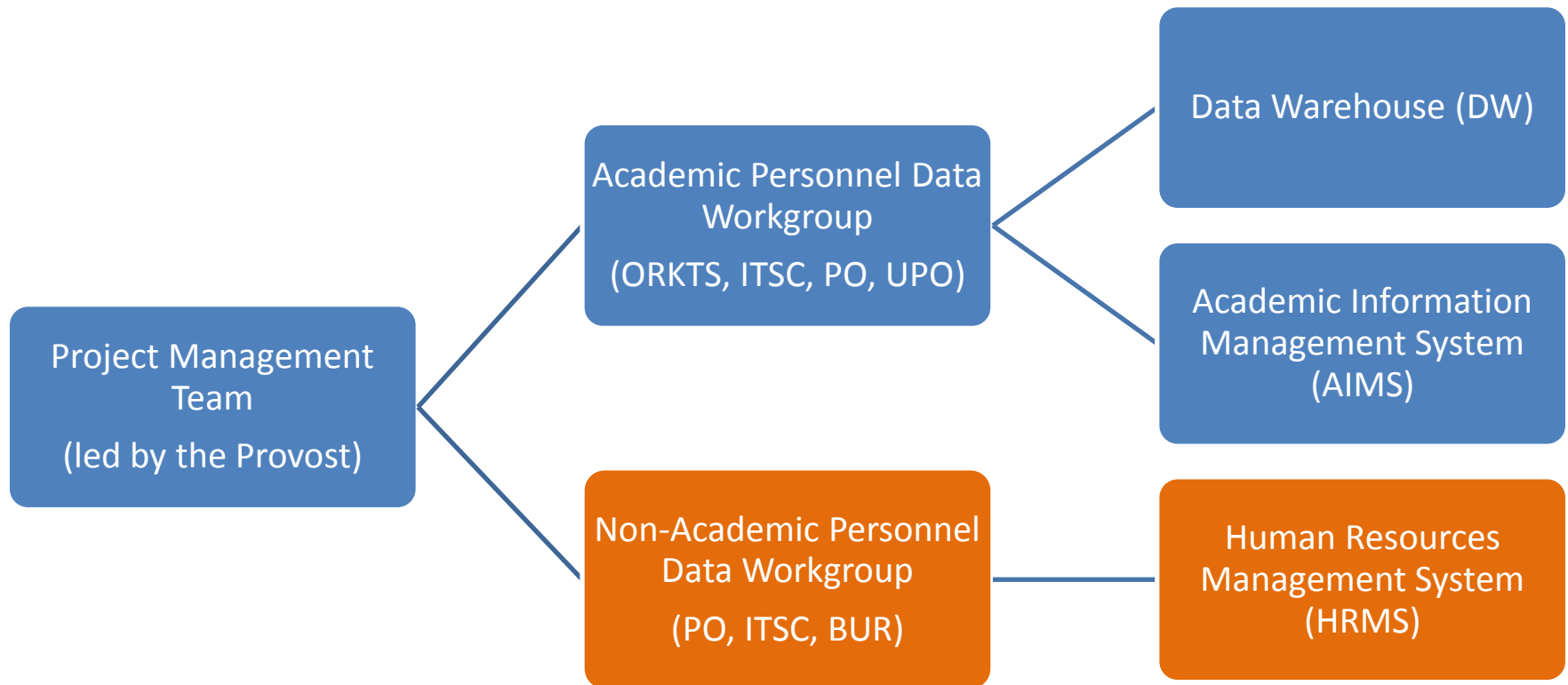
Deficiencies of existing HR/Payroll systems:

- **Outdated** technology
- Information stored in **silos**
- **Complexity** of policies and procedures not readily handled by existing systems

IBM's Recommendations

- Initiative 1 – Set up Program Management Office to monitor the overall progress of change
- Initiative 2 – Establish distributed human resources model with active engagement of Faculties
- Initiative 3 – Design and implement integrated HRMS solution to streamline HR processes
- Initiative 4 – Establish the research development function
- Initiative 5 – Implement an integrated research information system
- Initiative 6 – Conduct Business Intelligence technology enablement planning study
- Initiative 7 – Conduct Enterprise Social Networking planning study

IT-IS Project (2013) – Governance Structure



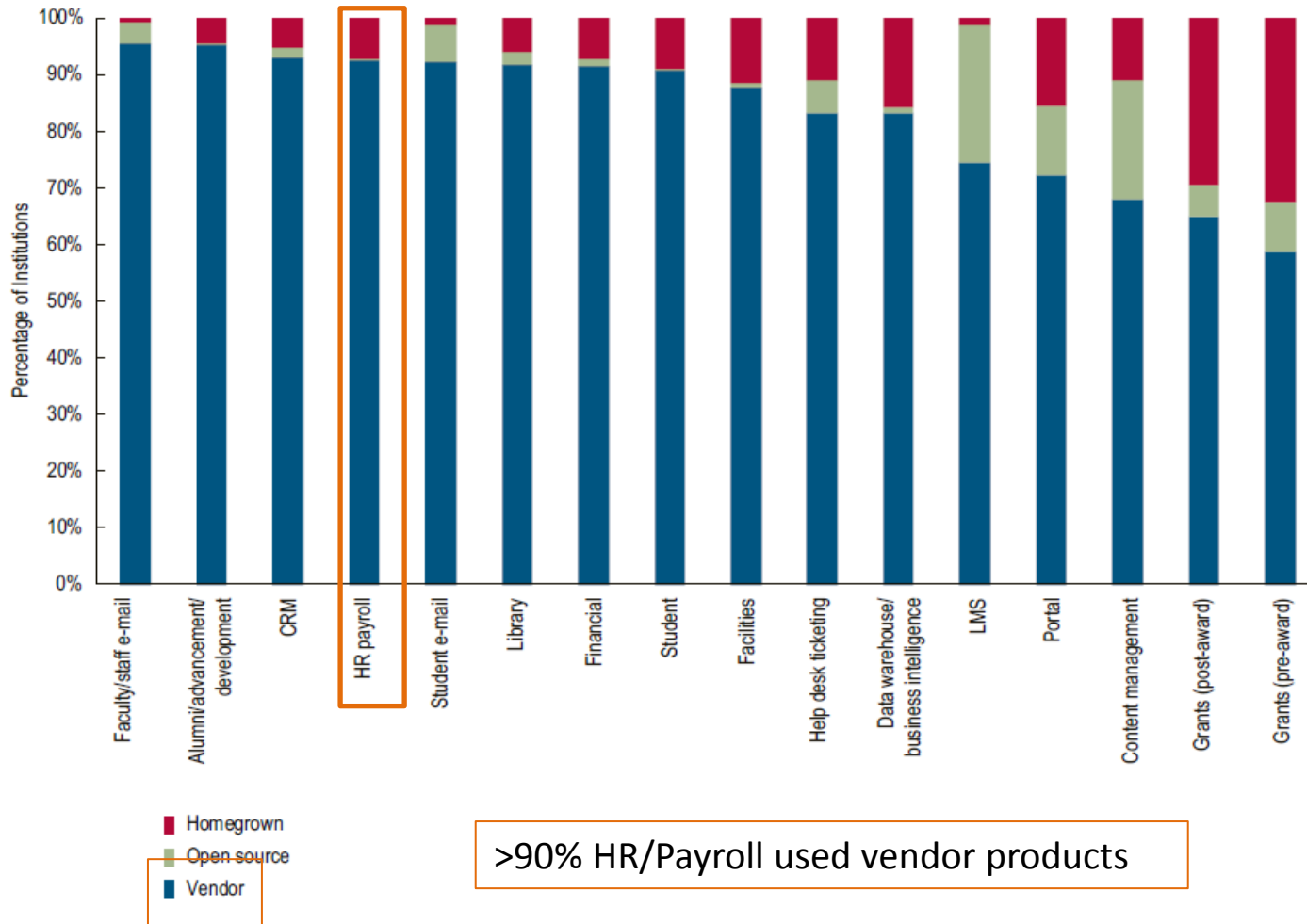
What is HRMS?

- Human Resources Management System (HRMS) enables enterprise people management processes, including core HR data management, payroll, talent management, workforce management, HR service delivery and workforce analytics.

- From Gartner -

Trend of ERP Adoption in HR

Sourcing of Enterprise Application, All Institutions in USA



Source: The EDUCAUSE 2011 Core Data Service Report, USA

Trend of ERP Adoption in HR

Examples of Education Institutions and sizable companies with ERP in place:-

Education Institutions	HKU, HKUST, SMU, NUS, Northwestern University, Stanford University, University of Alberta, etc.
Local sizable companies	Cathay Pacific, HK Electric, China Light, MTR, HSBC, Hang Seng Bank, Bank of East Asia, Maxim's Group, etc.

Expected Benefits of HRMS

- To **replace the current HR/Payroll system** that cannot be upgraded to meet present level of service
- To make **administrative work easier** at all levels via technology enablement
- To **reduce repeated input** or submission of information by capturing data at source through online workflow
- To avail D/Us **management information** with the assistance of the system's **reporting and analytical capability**
- To **improve work efficiency** and to **facilitate decision-making** at all levels through the above enhancements

E-Recruit – On-line Job Application

The image displays three side-by-side browser screenshots of online job application portals. Each screenshot shows a job listing with a title, description, and an 'Apply Online' button. Red callout boxes with white text identify the universities: 'HKUST' for the first screenshot, 'Stanford U' for the second, and 'U of Toronto' for the third.

HKUST Screenshot:
URL: https://hrmspr...
Job Title: Executive Officer I
Job ID: 2021
Department: Office of the President
Job Posting Details: The appointee is expected to provide dedicated administrative support to internal units and external organizations...
Apply Now button.

Stanford U Screenshot:
URL: http://stanfordcareers.stanford.edu/jc...
Job Title: Senior Research Scientist - 52494
Description: The Stanford Center for the Study of Language and Information (CSLI) Research Scientist, who will be responsible for conducting and managing research staff...
Apply Online button.

U of Toronto Screenshot:
URL: https://utoronto.taleo.net/careersecti...
Job Title: Requisition Title: Assistant / Associate Professor - Nursing - 1300914
Job Field: Tenure Stream
Faculty / Division: Lawrence Bloomberg Faculty of Nursing
Department: Lawrence Bloomberg Faculty of Nursing
Campus: St. George (downtown Toronto)
Job Posting: Oct 4, 2013
Job Closing: October 31, 2013 Open Until Filled
Description: The Lawrence S. Bloomberg Faculty of Nursing at the University of Toronto invites applications for a tenure-stream or tenured appointment position in Nursing...
Apply Online button.

Remarks: The above screen capture is for illustration only

E-Recruit – Recruiting Home

The screenshot shows the 'Recruiting Home' dashboard. The top navigation bar includes 'Home', 'Worklist', 'MultiChannel Console', 'Add to Favorites', and 'Sign out'. The main content area is divided into several sections:

- Quick Links:** A vertical sidebar on the left containing links like 'Browse Applicants', 'Browse Job Openings', 'Search Applicants', etc.
- My Job Openings:** A central table listing job openings with columns for Job Opening, Recruiting Location, Category, Hiring Manager, Days Open, No Action Taken, and Total Applicants.
- My Applicants:** A table below job openings listing applicants with columns for Applicant ID, Name, Phone, Email, Jobs Applied, Last Job Applied To, Resume, and Application.
- My Alerts:** A right-hand panel showing '5 New Applicants', '15 Interview Evaluations', and '1 Offer to Prepare'.
- My Applicant Lists:** A table at the bottom right listing various applicant lists and their access levels.

Orange boxes highlight the 'Quick Links' sidebar, the 'My Job Openings' and 'My Applicants' tables, the 'My Alerts' panel, and the 'My Applicant Lists' table.

Job Opening	Recruiting Location	Category	Hiring Manager	Days Open	No Action Taken	Total Applicants
300278 - Executive Officer I	CUHK			55	0	1
300280 - Professor	CUHK			45	0	2
300281 - Professor	CUHK		Betty Locherty	46	0	1

Applicant ID	Name	Phone	Email	Jobs Applied	Last Job Applied To	Resume	Application
300252	test test			1	300280 - Professor		
300249	Test Test			1	300281 - Professor		
300247	Ray Lee			1	300280 - Professor		
300245	Yu Li			1	300278 - Executive Officer I		

List	Access
To Call List	Private
Excellent Applicants	Public
Good Prospects	Public
Inactive Applicants	Public

- Managers are able to view their task lists

Remarks: The above screen capture is for illustration only

E-Recruit – Approve Job Offer

Prepare Job Offer

Return | Recruiting Home

Posting Title
Job Opening Status 010 Open
Job Title Professor
Applicant Name Ray Lee

Job Opening ID 300299
Business Unit The Chinese University of HK
Position Number
Applicant ID

Offer Details ? Find | View All

Offer Details Approvals

Job Opening 300299 General Office Clerk
Position Number
Job Code TEACH1 Professor
Hiring Manager 0071 Jenny Chan
Recruiter 0088 Frank Chan
*Status 010 Extend
Reason
Created By Betty Locherty

Business Unit CU001
Offer Date 02/01/2014
Start Date 14/01/2014
*Offer Expiration Date 31/01/2014
Applicant Type External Applicant
Registered Online No
Preferred Contact Not Specified
Notify Applicant
Works Council ID

Save as Draft
Submit for Approval
Post
Unpost
Add Revised Offer
Delete Offer
Edit Offer
Accept Offer
Reject Offer

Enter Offer Details

Job Offer Components

*Component	*Offer Amount	Payment Mode	Currency	Frequency
Base Salary	50000.00	Cash	HKD	Monthly
Housing Allowanc	15000.00	Cash	HKD	Monthly
Retirement Benefit	1500.00	Non-Cash	HKD	Monthly

Add Offer Component

Comments ? Find | View All First 1 of 1 Last

Added By
Last Updated By

Add Another Comment Budget Information

Offer Letter ? Letter HRS_OFF_LETTER_OF1 Date Printed
Generate Letter Upload Letter Email App

Attachments ?

Type	Description	Details	Ac Required
Attachment	Offer Package	Offer Package.pdf	<input type="checkbox"/>
URL	Staff Info Hyperlink	https://teptrn.itso.cuhk.edu.hk/...	<input type="checkbox"/>

Add Applicant Attachment Add Organizational Attachment
Add Document Definition

Submit

Attach Documents in Offer

Check Budget

- Managers can check budget and submit hiring request to PO

Remarks: The above screen capture is for illustration only

E-Leave – On-line Application

Search:

Welcome: ESSTEST1

Home Employee Self-Service Overview Appraisal E-training ESS WDA Folder ESS Training

Overview Employee Search Working Time Benefits and Payment Personal Information Career and Job Purchasing Work Environment Travel and Expenses Life and Work Events Corporate Information

Employee Self-Service > Working Time > Working Time

September 2013 October 2013 November 2013

Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa			
35	25	26	27	28	29	30	31	40	29	30	1	2	3	4	5	44	27	28	29	30	31	1	2
36	1	2	3	4	5	6	7	41	6	7	8	9	10	11	12	45	3	4	5	6	7	8	9
37	8	9	10	11	12	13	14	42	13	14	15	16	17	18	19	46	10	11	12	13	14	15	16
38	15	16	17	18	19	20	21	43	20	21	22	23	24	25	26	47	17	18	19	20	21	22	23
39	22	23	24	25	26	27	28	44	27	28	29	30	31	1	2	48	24	25	26	27	28	29	30
40	29	30	1	2	3	4	5	45	3	4	5	6	7	8	9	49	1	2	3	4	5	6	7

Absent

To request or report leave, enter the required data and choose Review.

Type of Leave:

Date: To

Time: To

Duration: Hours

Approver:

Note for Approver:

- Full automation by online leave application and approval

Remarks: The above screen capture is for illustration only

E-Leave – Team Calendar

The screenshot displays a web-based interface for managing leave requests. At the top, there is a search bar and a 'Log of' button. Below this is a navigation menu with options like 'Home', 'Employee Self-Service', 'Overview', 'Appraisal', 'E-training', 'ESS WDA Folder', and 'ESS Training'. A secondary menu includes 'Overview', 'Employee Search', 'Working Time', 'Benefits and Payment', 'Personal Information', 'Career and Job', 'Purchasing', 'Work Environment', 'Travel and Expenses', 'Life and Work Events', and 'Corporate Information'. The main content area is titled 'Leave Request' and features a progress bar with three steps: '1 Display and Edit', '2 Review and Send', and '3 Completed'. Below the progress bar are links for 'Hide Team Calendar', 'Show Calendar', 'Show Time Accounts', and 'Show Overview of Leave'. The central part of the interface is a calendar for '2013 September' with columns for days of the week and days of the month (01 to 30). A legend indicates that a blue square represents 'Absent'. The calendar shows a blue square on September 14th for 'Mr Yo Joe', with a tooltip that reads '14.09.2013 Annual Leave Sent'. The data is dated '16.09.2013 11:10:20' and includes a 'Refresh' link.

Search: Log of

Welcome: ESSTEST

Home Employee Self-Service Overview Appraisal E-training ESS WDA Folder ESS Training

Overview Employee Search Working Time Benefits and Payment Personal Information Career and Job Purchasing Work Environment Travel and Expenses Life and Work Events Corporate Information

Employee Self-Service > Working Time > Working Time

Leave Request

1 2 3
Display and Edit Review and Send Completed

Hide Team Calendar Show Calendar Show Time Accounts Show Overview of Leave

Display Data for: September in: 2013 Go

2013 September

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon							
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Mr Wong Anson																													
Mr Chen David																													
Mr Yo Joe																													
Mr 朱宗元																													

Absent

Data of 16.09.2013 11:10:20 Refresh

- View leave status of the team in a calendar format
- Reduce disruption of service through better manpower planning

Remarks: The above screen capture is for illustration only

E-Leave – Self-service

View Absence Balances

So Ting 01 Chan

View current absence entitlement balances. Current balances do not reflect absence requests that have not been processed by payroll. For more details please contact your absence administrator.

- Managers and employees are able to view accurate and comprehensive leave records anytime

Absence Entitlement Balances				
Current Balances				
Entitlement Keys 1				
Entitlement Keys 2				
Entitlement Name	Balance as of 31/08/2013	From	To	Accrual Period
Long Leave Entitlement	-2.00 Days	01/01/2013	31/12/2013	Year to Date
Genl Annual Leave Entitlement	-2.16 Days	01/01/2013	31/12/2013	Year to Date
Sick Leave Entitlement	2.00 Days	13/07/2013	12/07/2014	Year to Date
Sick Leave Entitlement_Kaya	1.00 Days	01/01/2013	31/12/2013	Year to Date

Remarks: The above screen capture is for illustration only

Progress Update

2013

- Background study
- Consultation with Academic/Administrative Department Heads, Administrators & Faculty Secretaries
- Attended system demonstrations
- Visited HKU, HKUST & Cathay Pacific
- Prepared the Request for Proposal (RFP) on HRMS for tendering

Progress Update

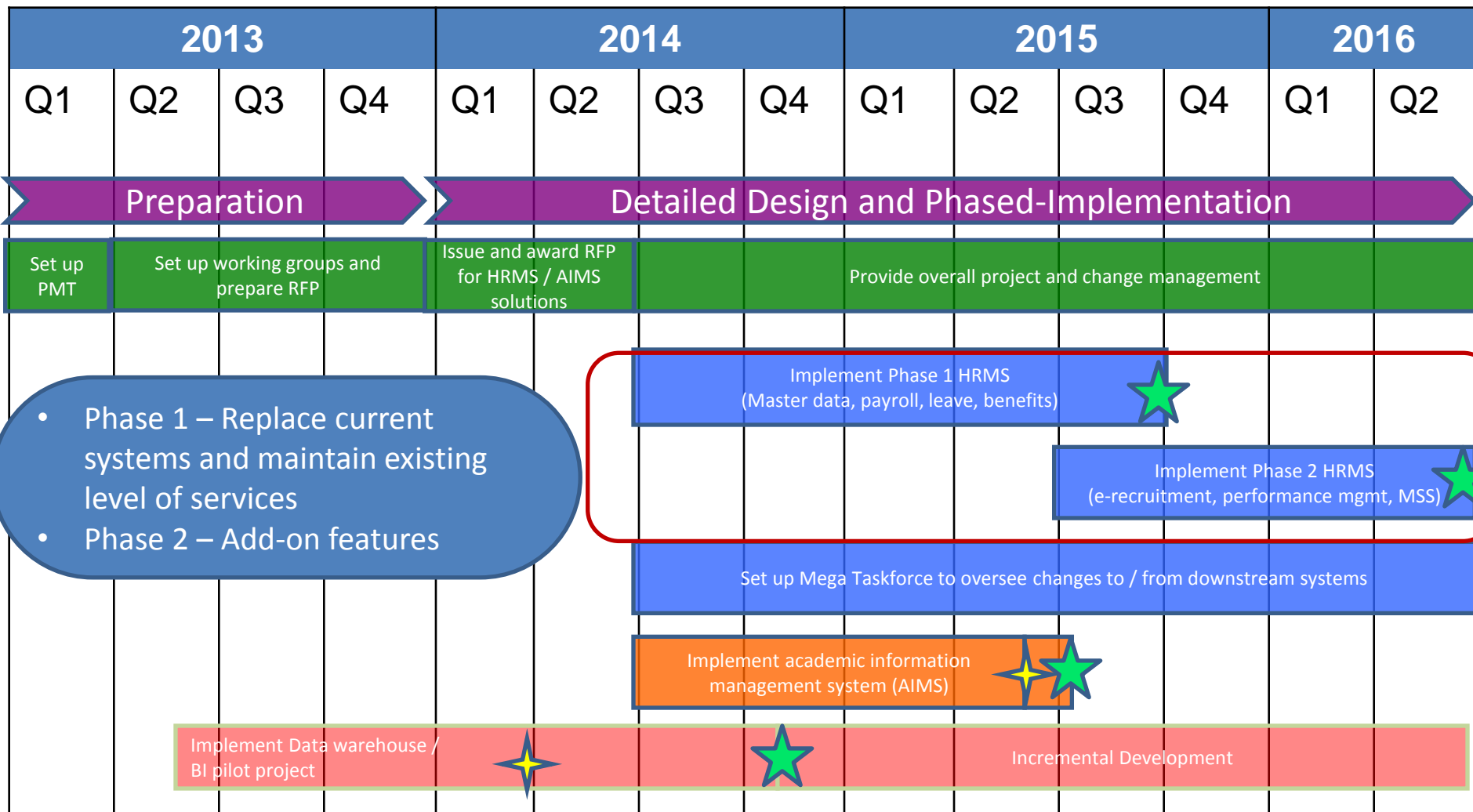
2014

- Released the RFP
- Visited Singapore Universities (NUS, SUTD, Ngee Ann Poly)
- Set up the Selection Panel and Evaluation Groups
- Received 2 vendor proposals
- Evaluation in progress

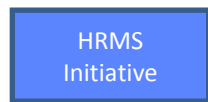
Tentative Schedule

Tasks	Tentative Schedule
RFP closing date	22 April 2014
Preliminary Assessment/Shortlisting	May – mid June 2014
Extensive Consultation with Stakeholders (Forum, Survey, HRMS Webpage)	July 2014
Fit/Gap Analysis and Scoping Exercise	August – mid September 2014
Selection Panel to make recommendations to Project Management Team (PMT) on award of tender	Date to be decided
Project Design and Implementation	Date to be decided (expected to take 20 to 24 months)

IT-IS Project Schedule



Legend:



soft/pilot launch



production launch

Roadmap of Existing Personnel Systems in IT-IS initiative

Systems to be retained

Integrated Outside Practice Admin System (IOPAS)

Superannuation Scheme Admin System (SSAS)

Staff Profile Update System (SPUS)

Home Finance System (HFS)

Academic Staff Review Workflow (ASRW)

External Experts Info System (EELS)

ERP implementation – Phase 1

Systems to be decommissioned - Replaced by ERP

Incumbent System	MPF System	TPOA	
Incumbent Leave Systems	Addition / Deduction System	Gratuity System	Taxation System
Staff Self-Service Enquiry System	Payroll Payment System	Medical Reimbursement System	
Staff Medical Benefits System	Salary Revision System	Chinese Medicine Reimbursement System	
Contract End Monitoring System	Superannuation System	PIES (Phase 1)	Certifying Letter

Systems to be retained – Build interface with ERP

IOPAS	SSAS	SPUS
HFS	ASRW	EELS

Systems to be decommissioned after Phase 2 – Build interim interface with ERP

ISMP	PRDS	VCO Leave System	STPA
AIS	DES	PIES	Establishment System

Related Systems - Build interface with ERP (70+)

SAP	FMS (Phase 1)
CUSIS	PPW
.....	
RISE	Innopac
ARMS	CU Link

ERP implementation - Phase 2

Systems to be decommissioned - Replaced by ERP

In Service Merit Pay System (ISMP)	Performance Review & Development System (PRDS)	VCO Leave System	Establishment System
Contract End Monitoring System (MSS)	Applicant Information System (AIS)	Data Erasure System (DES)	PIES (Phase 2) (ERP Reporting tools)
Staff Training Programme Admin System (STPA)			

Related Systems – Build interface with ERP

FMS (Phase 2–e_Recruitment)

Challenges – System Constraints

- ERP-HRMS Vanilla system generally meets 40-50% business requirements → Possible gaps between ERP and our requirements
- Two system integrators will conduct a preliminary study and identify the gaps.

Challenges – System Constraints

- How to fill the gaps?
 - Configuration
 - Process Re-engineering
 - Interface with existing/new satellite systems
 - Off-the-shelf package (e.g. e-Recruitment)
 - Customization

Challenges – Impact to Staff

- Processes and measures are codified and quantified → smaller room to make exceptions, e.g.
 - online submission deadline is not movable
- Standardizing usage → many related changes required, e.g.
 - learning new terminologies
- Adaptation to “best practice” → changing mindset/work habits, e.g.
 - Heads to perform personnel-related actions online, instead of signing paper forms prepared by their secretaries
 - New way of communication: checking information and messages online instead of receiving printed circulars and memos

Critical Success Factors

- Time and Budget
 - minimize customizations → cost less time and money
 - but may not satisfy all demands
- User Adoption and Change Management
 - process re-engineering to fit the system → changing mindset/work habits
- Active participation by users
 - Identify possible concerns and frequent feedback

Your support is crucial to the success of the HRMS project



Let us have your views via the following channels:-

Open Forums	Heads/Administrators: July 16 General Users: July 17 & 23 (will be recorded and posted on HRMS Webpage)
E-survey	Opening period: July 8 – July 25 (website: https://cloud.itsc.cuhk.edu.hk/webform/view.php?id=290318)
HRMS Webpage	http://www.cuhk.edu.hk/itis/
Project email	Email address hrms@itsc.cuhk.edu.hk

Preview of the Survey

- Opening period: July 8 – July 25
- Anonymous
- Take you less than 10 mins to complete
- <https://cloud.itsc.cuhk.edu.hk/webform/view.php?id=290318>

Feedback & Questions

The End

Thank You