"Enterprise Resource Planning" (ERP) System Experience Sharing Session

企業資源規劃管理(ERP)系統實施經驗分享會

10 November 2023

Welcome Remarks

10 November 2023

JOYCE HO

Acting General Manager (Information Technology Resource Centre),

Hong Kong Council of Social Services

Setting the Stage for Transformation

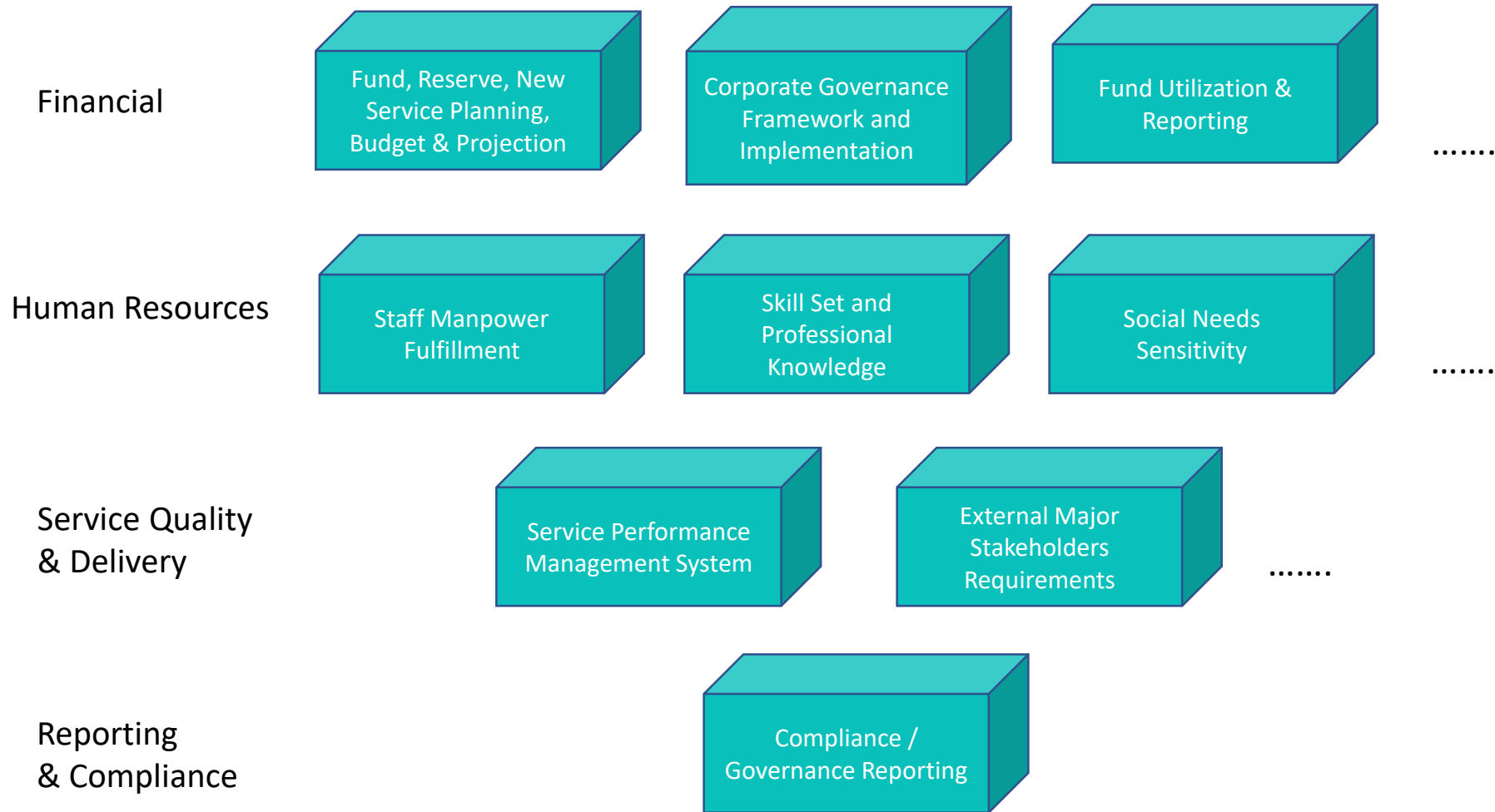YVONNE YEUNG

Chief Executive, Hong Kong YWCA

Chairperson, Standing Committee on Sector & Capacity Development,

Hong Kong Council of Social Services
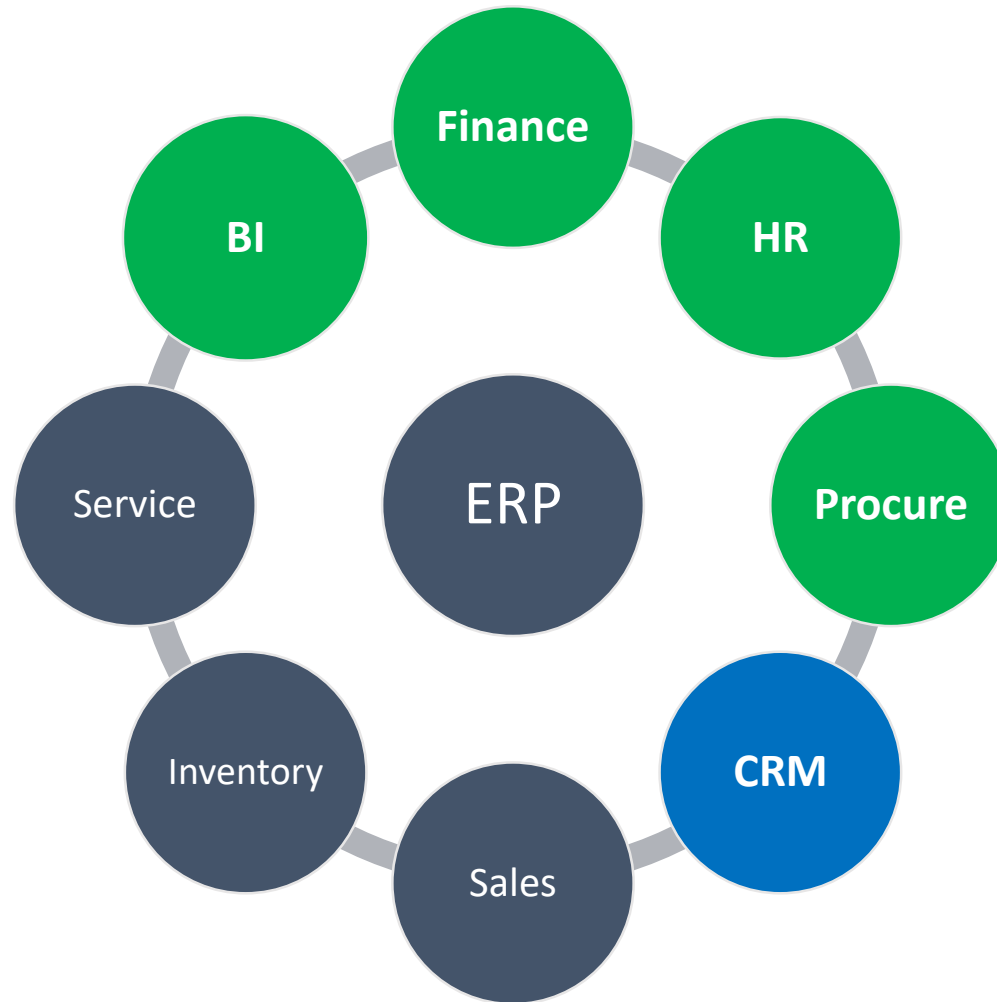
Smart Governance

One Platform: Smart Governance

Integration of Financial & Human Capital for services

Financial

| Fund, Reserve, New Service Planning, Budget & Projection | Corporate Governance Framework and Implementation | Fund Utilization & Reporting | .... |

Human Resources

| Staff Manpower Fulfillment | Skill Set and Professional Knowledge | Social Needs Sensitivity | .... |

Service Quality & Delivery

| Service Performance Management System | External Major Stakeholders Requirements | .... |

Reporting & Compliance

| Compliance / Governance Reporting |

Scope

Project Objectives

- ☐ Future Readiness & Digitalization
- ☐ Productivity & Efficiency
- ☐ Data connectivity among different systems
- ☐ Service Enhancement
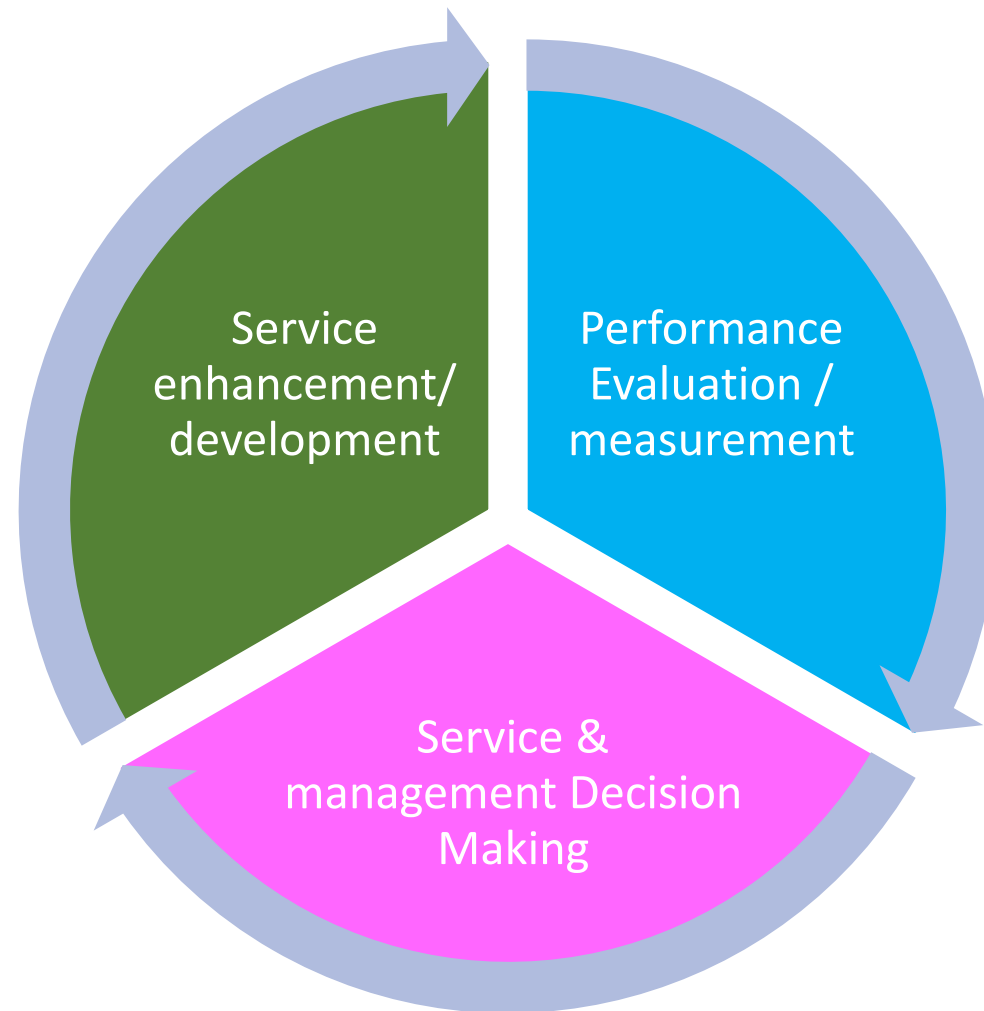- ☐ Visibility & Timely Information
- ☐ Proactive Planning

Critical Success Factors

- ☐ All level commitment and engagement: process owners and service representatives
- ☐ Financial commitment: capital and operating
- ☐ Centralization vs. decentralization management
- ☐ Change management: workflow re-engineering and design
- ☐ Incentives for change

Business Intelligence

Service enhancement/ development

Performance Evaluation / measurement

Service & management Decision Making

The Art of Unification:
Our Journey through Business Process Consolidation and Digitalization
[Finance & Procurement]

10 November 2023

PETER FUNG

Director of Finance and Administration, Hong Kong YWCA

Existing Challenges in HKYWCA

☐ Manual Processes Result in Increased Workload
   A. Monitoring tasks, authorizations, and processes
   B. Retrieving documents for auditing and referencing
   C. Validating and ensuring accuracy

☐ Extensive Manual Effort in Report Generation
   A. Creation of financial summaries
   B. Monitoring HR turnover and vacancies

☐ Unified Procedures Essential Amidst Frequent Staff Changes

☐ Systems to Enable Remote & Adaptable Work Structures

☐ Legacy Finance and HR system, not integrated

ERP System Scope

HR	Finance	Procurement
• Organization Management • Manpower • Cost Allocation • Recruitment, Application, Selection On-boarding • Contract Adm • Staff Profile • Talent Mgt & Succession • Training Adm. • Performance • Staff Movement • Benefits Mgt • Claims & Self-service • Leaver Mgt • Reports & BI • Self-service	• Budgeting • Project Accounting • General Ledger • Account Payable • Asset Management • Inventory • Cash • Account Receivable	• Commodity Master Mgt • Supplier Master Mgt • Purchase Requistion Mgt • Purchase Order Mgt (VO handling) • Invoice Payment Interface • Goods Received Note

Workflow + Report & Analytic

Business Process Re-engineering (Finance)

☐ Internal Transfer (Ledger)

- Transfer between BUs
- Reallocation or Sharing of Income / Expenditures
- Sign by BU Heads

Benefits Gain: Process Automation

- Checking available ledger balance
- Simultaneous approval by different BU Head
- Auto hung-up for long outstanding unapproved items

Business Process Re-engineering (Finance)

Pre ERP State

Ctr X ▸ Ctr A ▸ Ctr B ▸ Ctr C ▸ Finance

Post ERP State

Ctr X — ERP — Ctr A
                Ctr B
                Ctr C
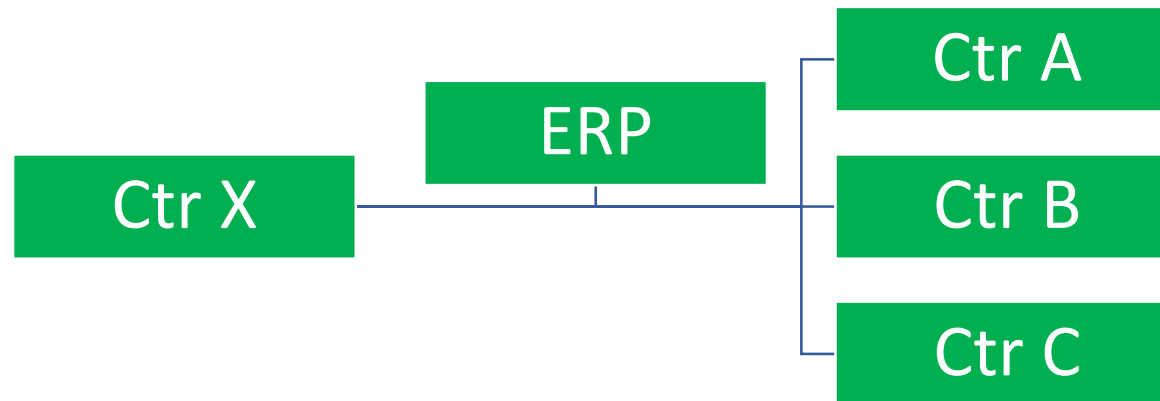
Business Process Re-engineering (Procurement)

Purchase Order (PO) Approval

- Majority of information carries from Purchase Requisition (PR)
- 3-way matching: PO vs Goods Received (GR) vs Invoices
- Approve by Service Centre and vetting of information by Finance

Benefits Gain: Process Automation & Improve Efficiency

- Reduce un-necessary data input and human error
- Ensure no over/under-payment to vendor
- Reduce back-and-forth for incorrect input

Business Process Re-engineering (Procurement)

Pre ERP State

PR → PO → GR → Cheque Requisition → Finance

Post ERP State

PR → PO → GR → Cheque Requisition → Finance

FD → Ctr
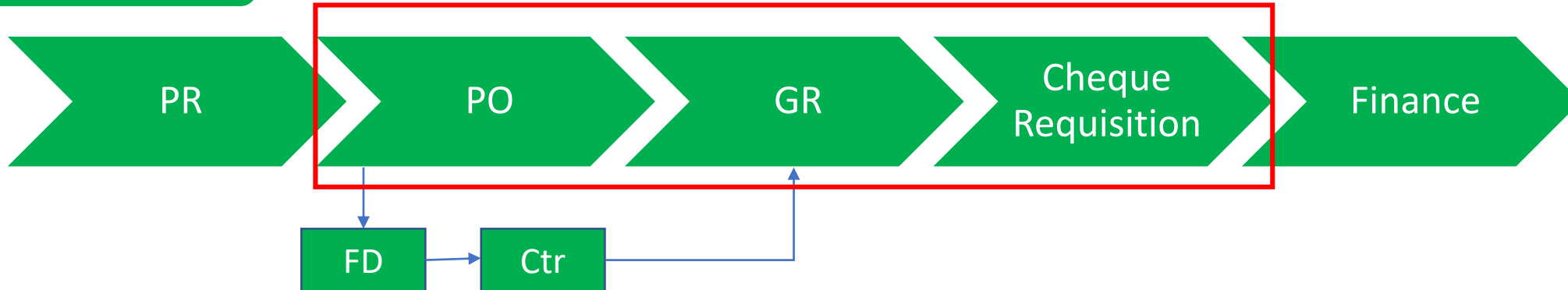
Fit & Gap Analysis (Finance)

Fit-Gap on System Limitation

Workflow Approval

User Requirement

- Every service units have different teams (IE) and every staff has his/her own immediate supervisor
- Documents should be reviewed / approved by immediate supervisor

System Limitation

- Each IE can only assign one owner (and his/her superior along the reporting line)
- Documents routing to a wrong place can only be delegated by the original (incorrect) approver

Solution

- A new entity "Requester" is created and his/her immediate supervisor's approval will be seek
- Workflow conditions be set to adopt both the original idea (one IE owner) and "Requester" case for different situations

Operation Efficiency (Finance)

☐ Annual Budget Process
Manpower reserved in budget consolidation process

37%

Precision in Achieving Organizational Mission

☐ Robust Financial Management

 A. Centralization of financial data for greater clarity

 B. Ensured transparency in the utilization of funds

Precision in Achieving Organizational Mission

☐ Data-driven Decisions

A. Shortened time to access organizational data

1 Month → Nearly Real Time after transaction input was approved
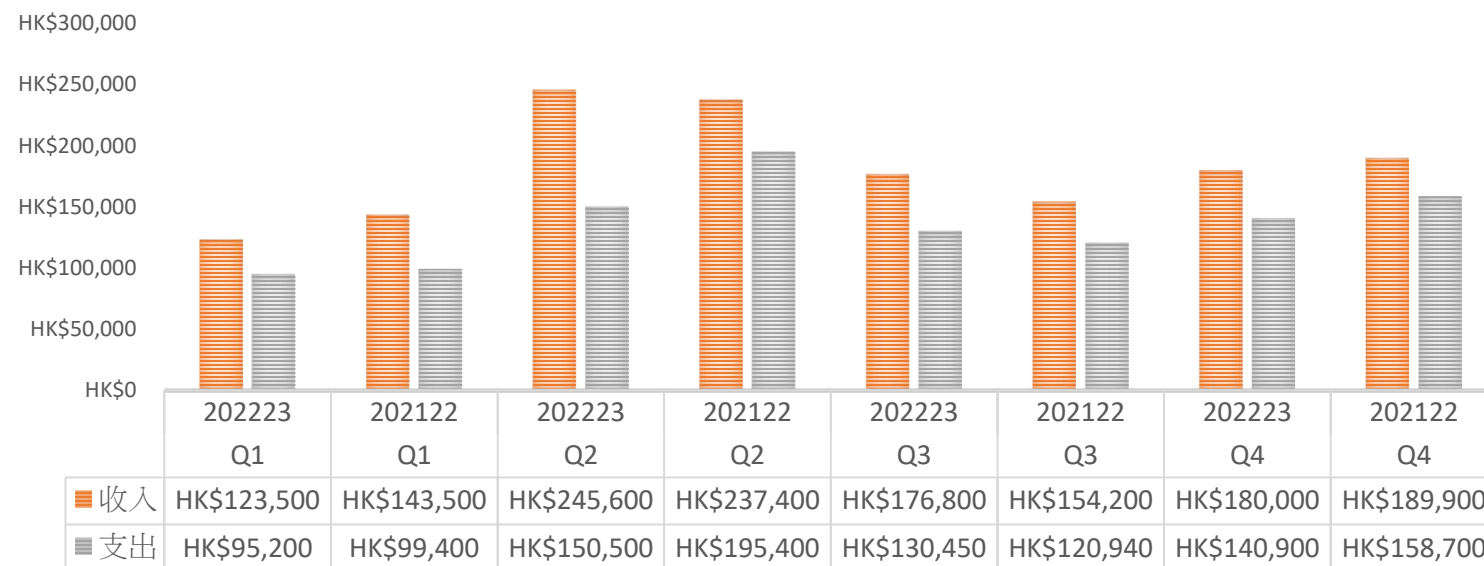
Precision in Achieving Organizational Mission

財政年度

- ☑ 2021-22 Q1
- ☑ 2021-22 Q2
- ☑ 2021-22 Q3
- ☑ 2021-22 Q4
- ☑ 2022-23 Q1
- ☑ 2022-23 Q2
- ☑ 2022-23 Q3
- ☑ 2022-23 Q4

服務單位

- ☐ ITST
- ☐ ITTKO
- ☑ ITTM
- ☐ ITLC
- ☐ ITBB
- ☐ ITLW
- ☐ ITSSP
- ☐ ITTSW

暑期活動

- ☐ Y
- ☑ N

活動類型

- ☑ 文娛/康體/健康
- ☑ 社區支援
- ☑ 科技/成長發展
- ☐ 家庭關係
- ☐ 專題項目

Precision in Achieving Organizational Mission

總收入: $725,900 總支出: $517,050 +$208,850

活動小組: 929 節數: 4,050 人次: 45,720

收入及支出FO資料

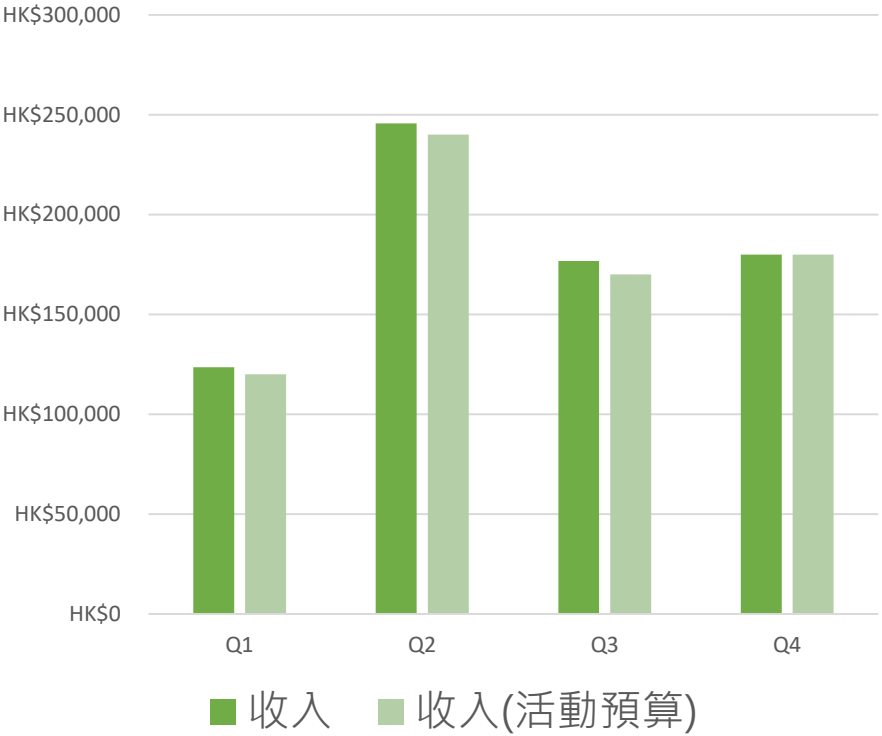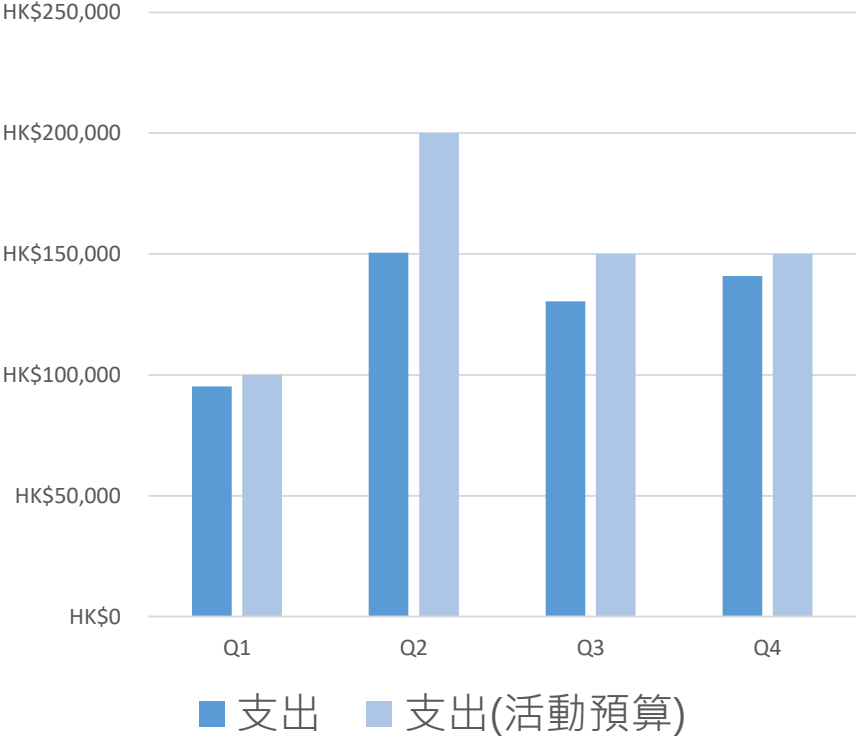|	202223 Q1	202122 Q1	202223 Q2	202122 Q2	202223 Q3	202122 Q3	202223 Q4	202122 Q4
收入	HK$123,500	HK$143,500	HK$245,600	HK$237,400	HK$176,800	HK$154,200	HK$180,000	HK$189,900
支出	HK$95,200	HK$99,400	HK$150,500	HK$195,400	HK$130,450	HK$120,940	HK$140,900	HK$158,700

特別活動/小組CRM資料

活動/小組 　 節數 　 出席人次

	202223 Q1	202122 Q1	202223 Q2	202122 Q2	202223 Q3	202122 Q3	202223 Q4	202122 Q4
活動/小組	210	222	205	235	250	247	264	274
節數	870	884	820	921	1020	994	1340	1394
出席人次	9120	9430	8740	9950	12400	11300	15460	16500

Precision in Achieving Organizational Mission

收入與預算對比

HK$300,000
HK$250,000
HK$200,000
HK$150,000
HK$100,000
HK$50,000
HK$0

Q1　Q2　Q3　Q4

■ 收入　■ 收入(活動預算)

支出與預算對比

HK$250,000
HK$200,000
HK$150,000
HK$100,000
HK$50,000
HK$0

Q1　Q2　Q3　Q4

■ 支出　■ 支出(活動預算)

Precision in Achieving Organizational Mission

收入

- Hope Foundation
- HK Charity Fund
- SWD LSG

HK$123,900
HK$110,000
HK$492,000

支出

- Hope Foundation
- HK Charity Fund
- SWD LSG

HK$94,500
HK$87,000
HK$335,550

活動/小組數目

- Hope Foundation
- HK Charity Fund
- SWD LSG

189
200
540

活動/小組人次

- Hope Foundation
- HK Charity Fund
- SWD LSG

6420
7300
32000

活動/小組節數

- Hope Foundation
- HK Charity Fund
- SWD LSG

700
1010
2340
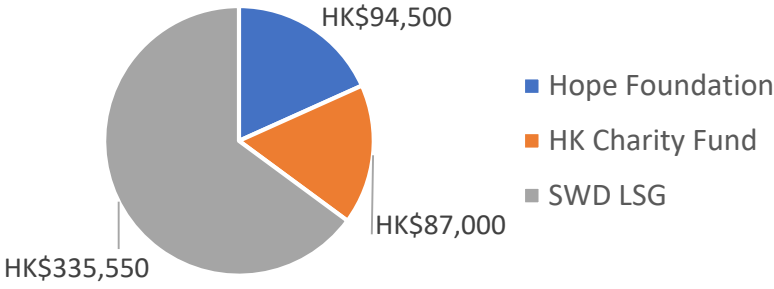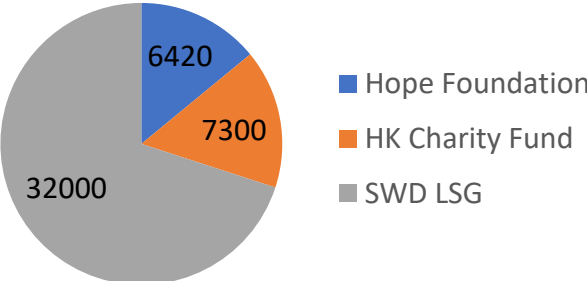
Enhanced Governance & Trustworthy Compliance

❑ **Streamlined Workflows**

A. Mechanisms in place to ensure that operations align with regulatory requirements. (like Lottery Funds, organization policy)

❑ **Efficient Compliance Management**

A. Automated checks and reminders

- Budget checking to prevent over budget expenditure
- Approval reminders for Management to review request

B. Ensures timely fulfillment of funding criteria and grant requirements, building stakeholder trust

- Facilitate financial audit process with centralized data and supporting documents

Funded by
香港賽馬會慈善信託基金
The Hong Kong Jockey Club Charities Trust

YWCA
女青

社聯
香港社會服務聯會
The Hong Kong Council of Social Service

The Art of Unification:
Our Journey through Business Process Consolidation and Digitalization
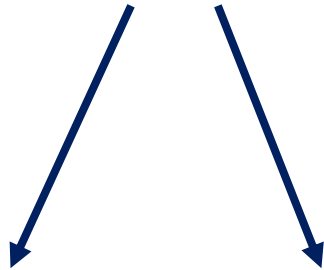**[Human Resources]**

SONIA NG

Director of Human Resources, Hong Kong YWCA
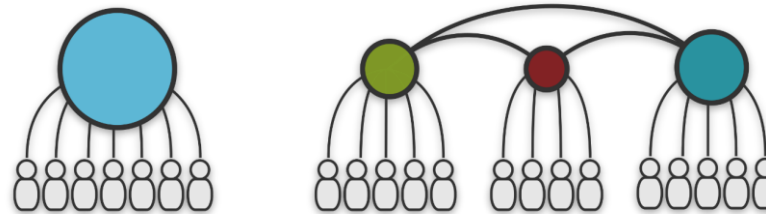
Business Process Re-engineering (HR)

Process Automation

Paper ➡ Digital
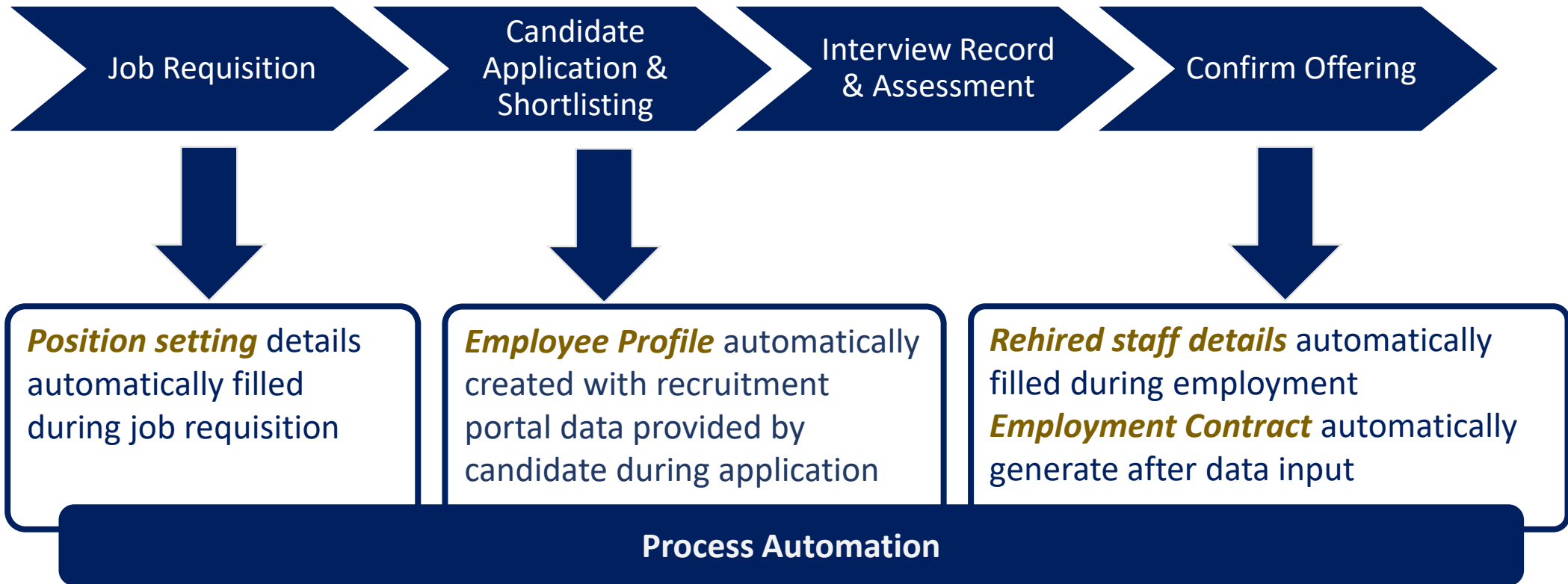
Explore and Identify
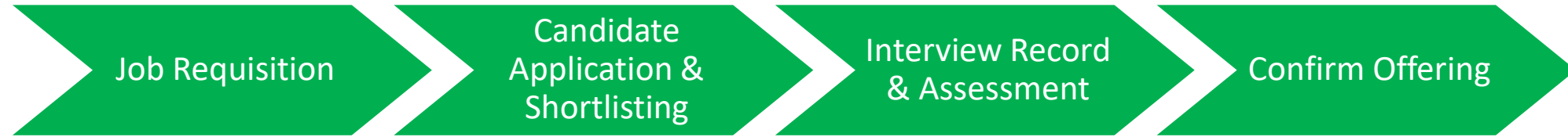Process to be automated

Process Decentralization

Decentralize HR Process
Service Units

Business Process Re-engineering (HR)

Hiring Process:

Job Requisition → Candidate Application & Shortlisting → Interview Record & Assessment → Confirm Offering

Position setting details automatically filled during job requisition

Employee Profile automatically created with recruitment portal data provided by candidate during application

Rehired staff details automatically filled during employment
Employment Contract automatically generate after data input

Process Automation

Business Process Re-engineering (HR)

| Job Requisition | Candidate Application & Shortlisting | Interview Record & Assessment | Confirm Offering |

Process Decentralization :

Pre ERP State — Service Units handled hiring and submit document to HR for Admin Process & HRMS data input
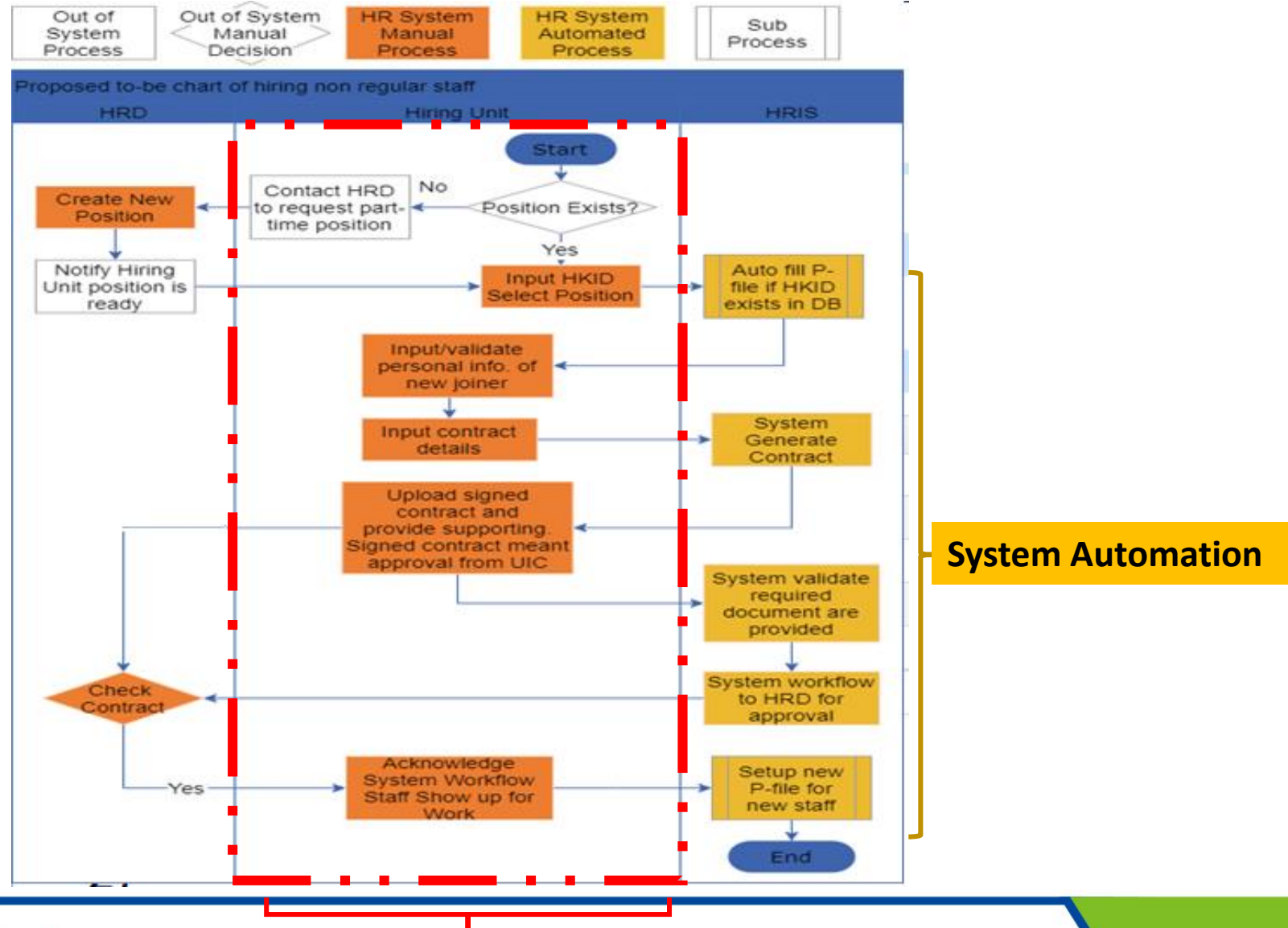
Post ERP State — New join process is ***completely managed by service units***
HR Role – Validation of the process and result

Benefits Gain: Process Automation & Decentralization

- Operation efficiency
- Real time data assessable by stakeholders
- Strategic HR role

Business Process Re-engineering (HR)
Hiring Process Flow Chart: *Hiring of a Non-Regular Staff*

Fit & Gap Analysis (HR)

NGO Specific Fit & Gap Analysis on HR

- ☐ Multiple Contracts / Positions
- ☐ Cost Allocation and Funding Classification
- ☐ Pay Scale across Different Services
- ☐ Back Pay for Annual Pay Adjustment
- ☐ Shared Admin Support between Service Units

Fit & Gap Analysis (HR)

Fit-Gap on System Limitation

Multiple Centres Part-time Payroll Approval

| User Requirement	System Limitation	Solution
• Part-time Payroll for different Service Units may be managed by same Admin Staff • Part-time Payroll for different Service Units may be approved by different person-in-charge	• Part-time payroll approval flow follows the approver setting of the transaction submitter • Part-time payroll for different Service Units managed by same Admin Staff should only flow to same approver	• **Admin Staff who manage multiple center part-time payroll needs to initiate a manual workflow for non-system approver** • **System approver approve all transactions with relevant payroll supporting documents**

Operation Efficiency (HR)

☐ Payroll Process
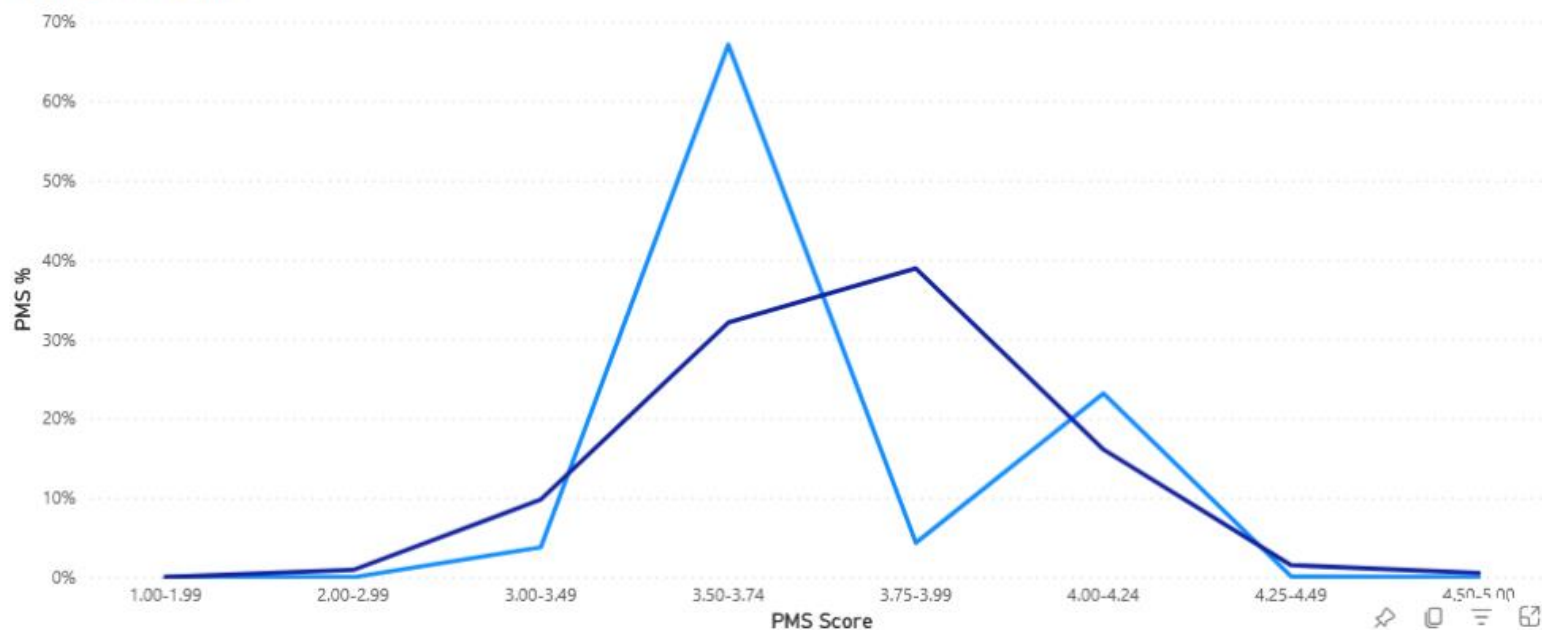**Manpower reserved** in payroll calculation and consolidation process

67%
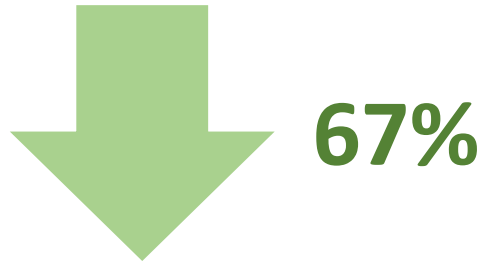
Business Intelligence

☐ Performance Monitoring & Enhancement:
- A. Systematic tracking of employee performance metrics.
- B. Identification of top talent and highlighting areas for improvement.

Distribution of PMS Rating by Year(s)

Year ● 2021 ● 2022

Year
| 2021 |
| 2022 |

Termination Effective Date
2022/4/1 — 2023/10/8

Probation Completion Date
1981/4/5 — 2024/4/3

Dept Code
- 全選
- (空白)
- CAD
- CDCED
- CFSD
- ECED
- ESD
- SBDD
- Y_HOSPIT
- YM_CMMD
- YM_WAD
- YNC

Unit Code
全部

Year	2021		2022	
PMS Score	No.	PMS %	No.	PMS %
1.00-1.99	0	0.00%	0	0.00%
2.00-2.99	0	0.00%	12	0.91%
3.00-3.49	46	3.76%	129	9.79%
3.50-3.74	820	67.10%	423	32.09%
3.75-3.99	53	4.34%	513	38.92%
4.00-4.24	283	23.16%	212	16.08%
4.25-4.49	1	0.08%	20	1.52%
4.50-5.00	0	0.00%	7	0.53%
Total	1222	100.00%	1318	100.00%

Business Intelligence

☐ Talent Acquisition & Retention, Future-Ready Succession Planning:
  A. Comprehensive view of staff vacancy rate, turnover rate, hiring trends.
  B. Tools for identifying potential future leaders, fostering long-term talent development, identifying retention needs.
  C. Assists in ensuring organizational continuity and seamlessly handling leadership transitions.

HRD 4 Turnover Report
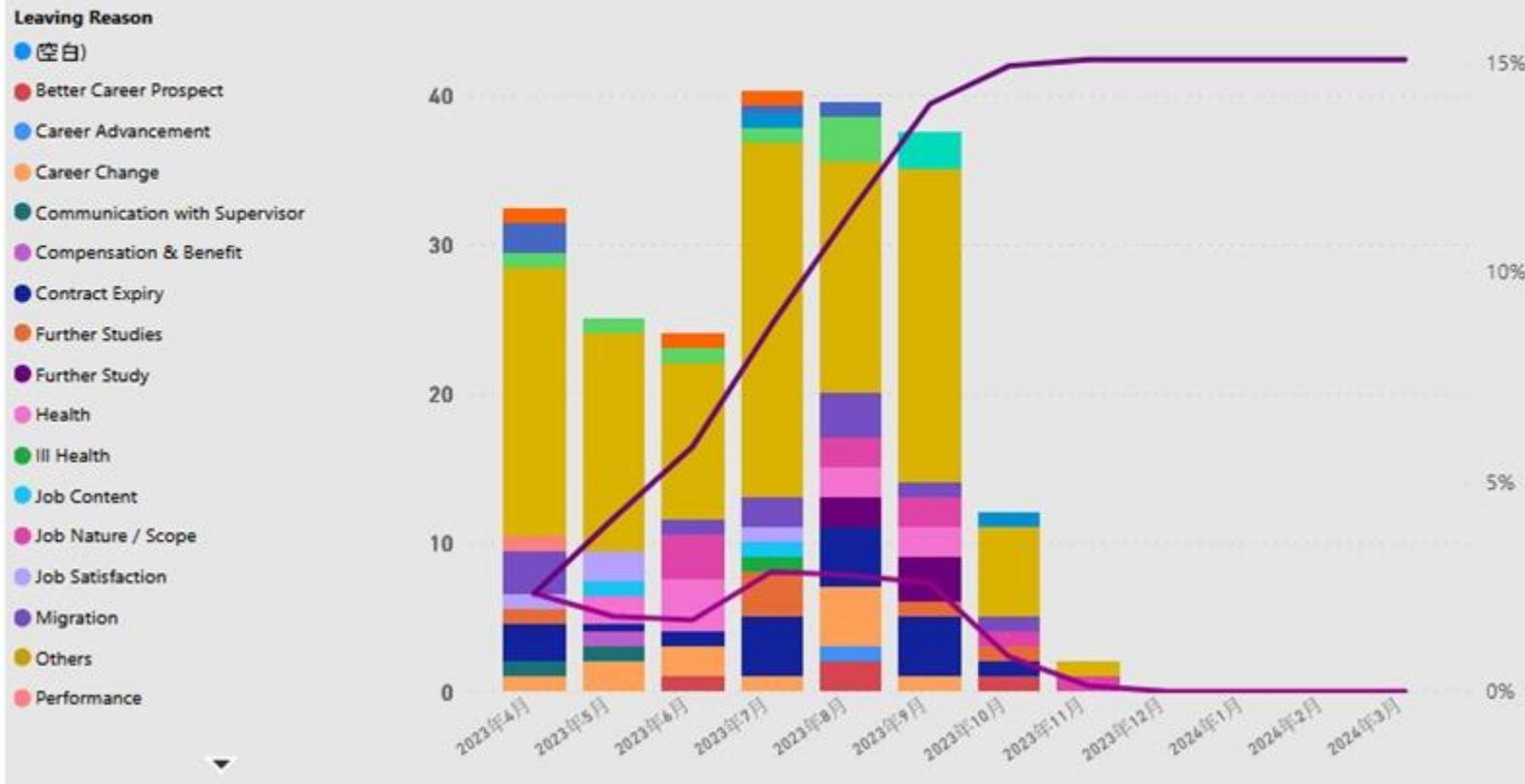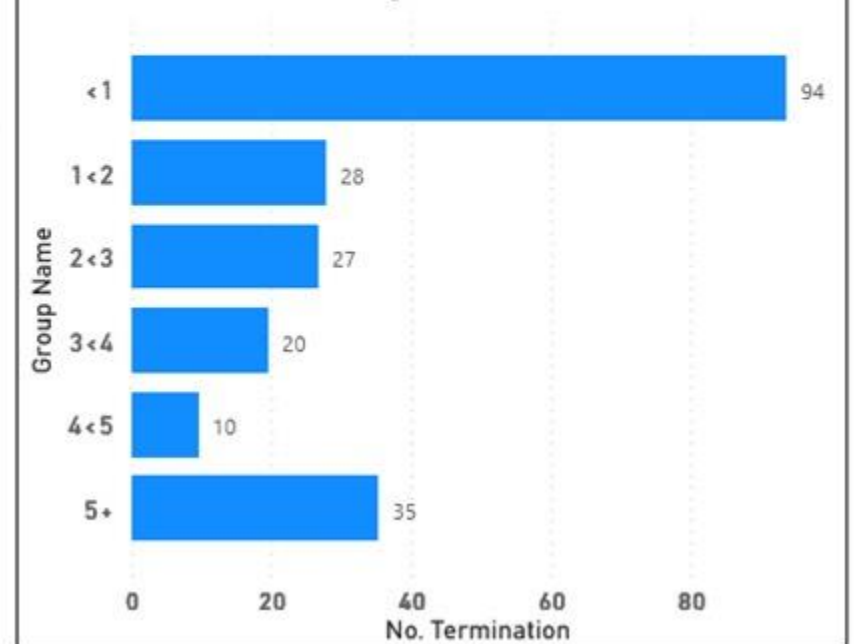
Retirement Forecast By Department
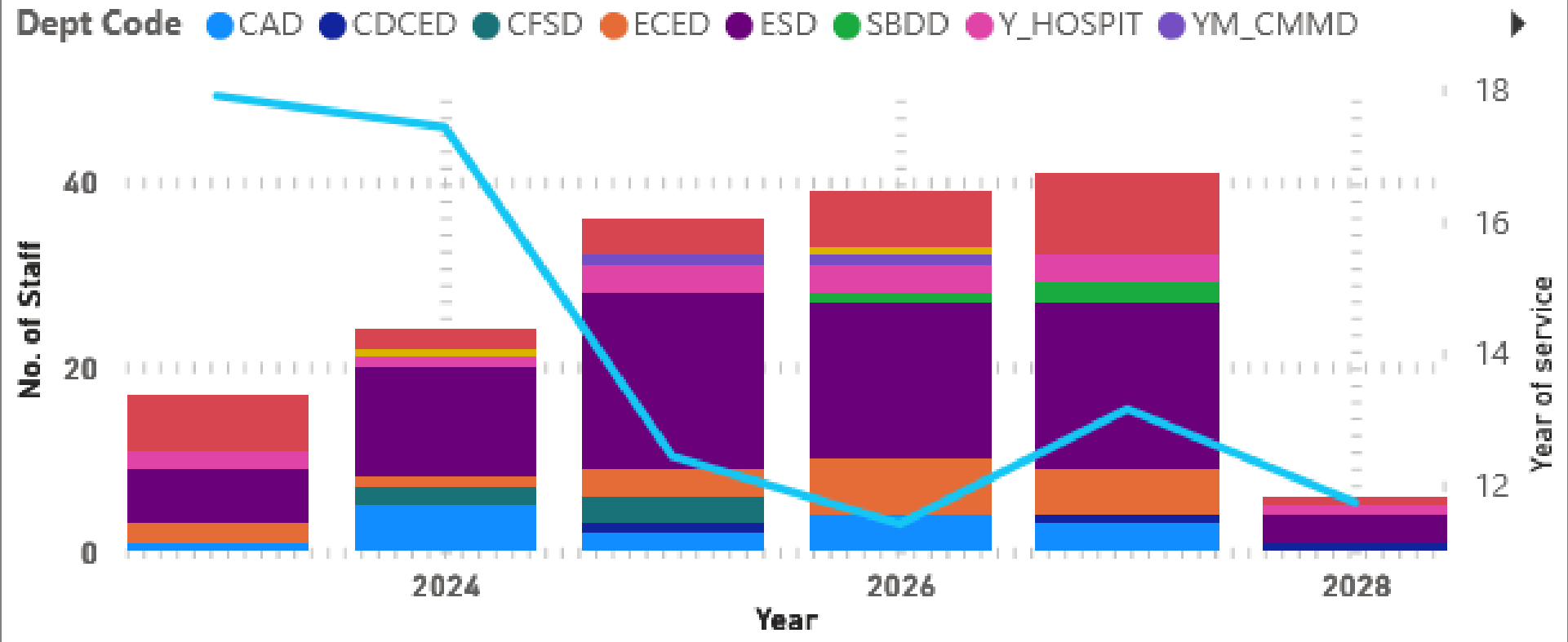
Retirement Forecast By Band

Flight Path Analysis Summary
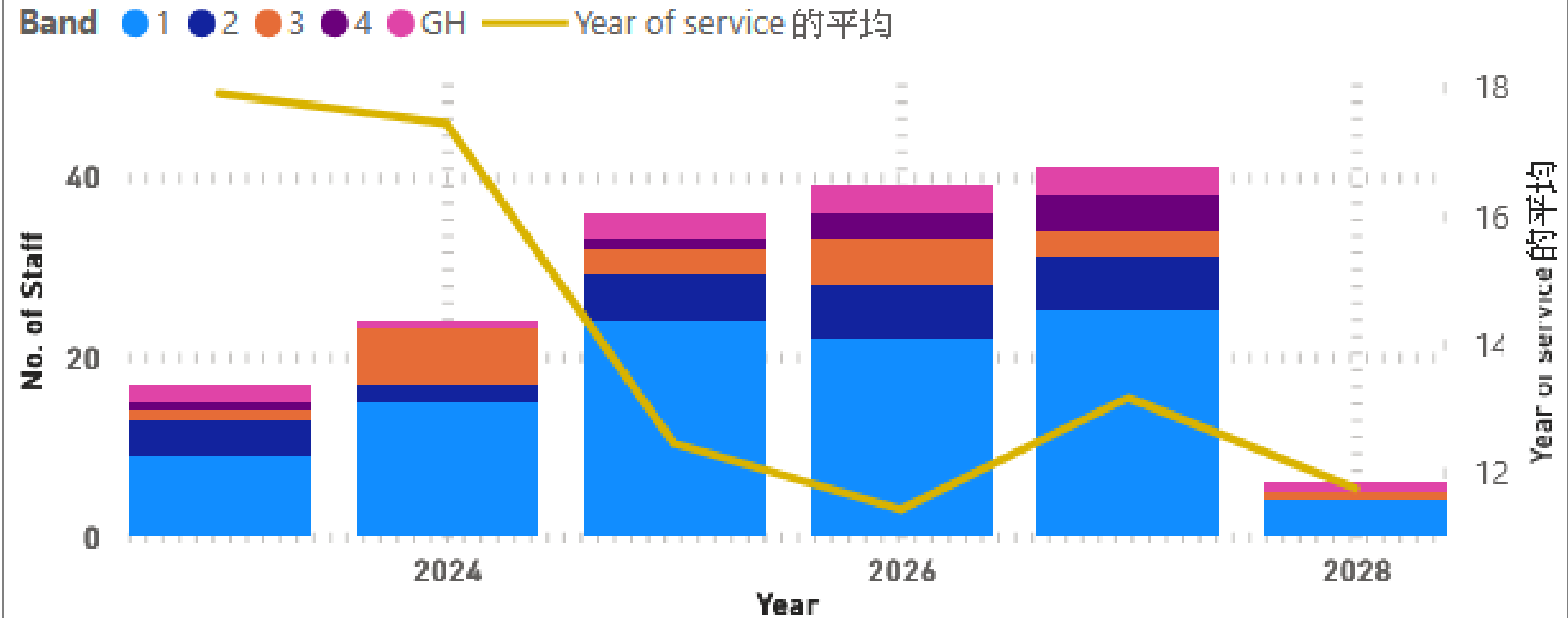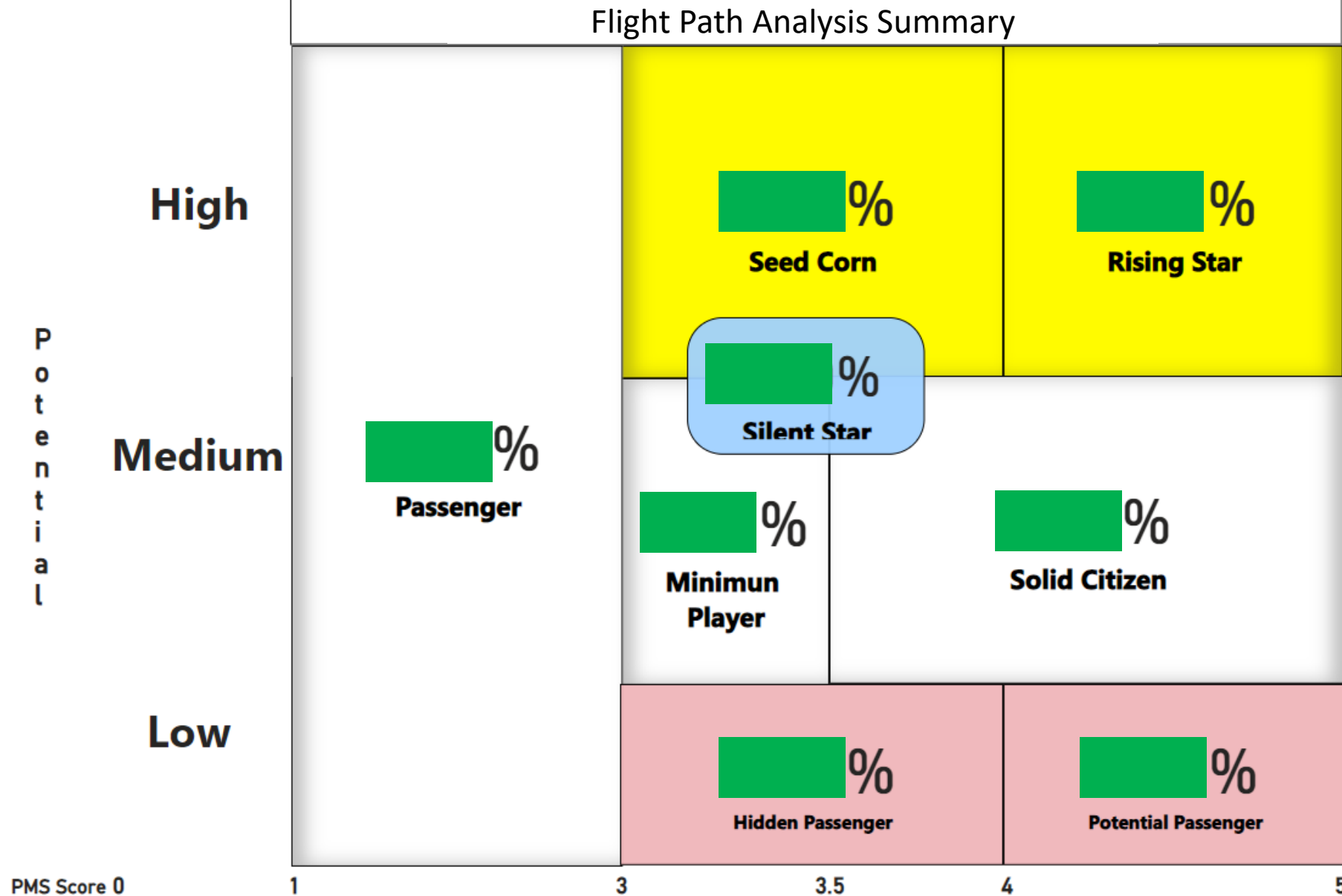
Intermission

10 November 2023

Implementation Challenges and Key Learnings

ANTHONY TANG

IT Manager, Hong Kong YWCA

ERP License

User Requirements

ERP 1 — 2 Modules + Configuration

ERP 2 — 2 Modules + Configuration + Customization

ERP 3 — 1 Module + Configuration + **Customization**
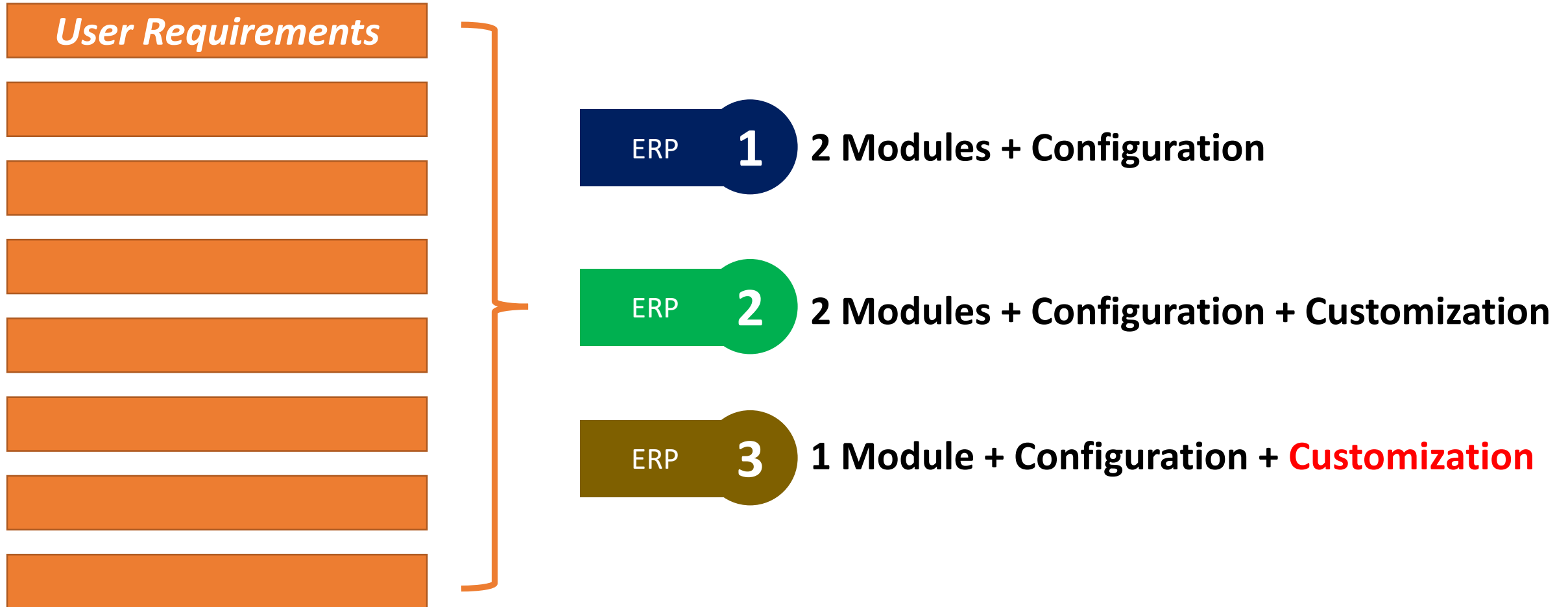
Project Organization
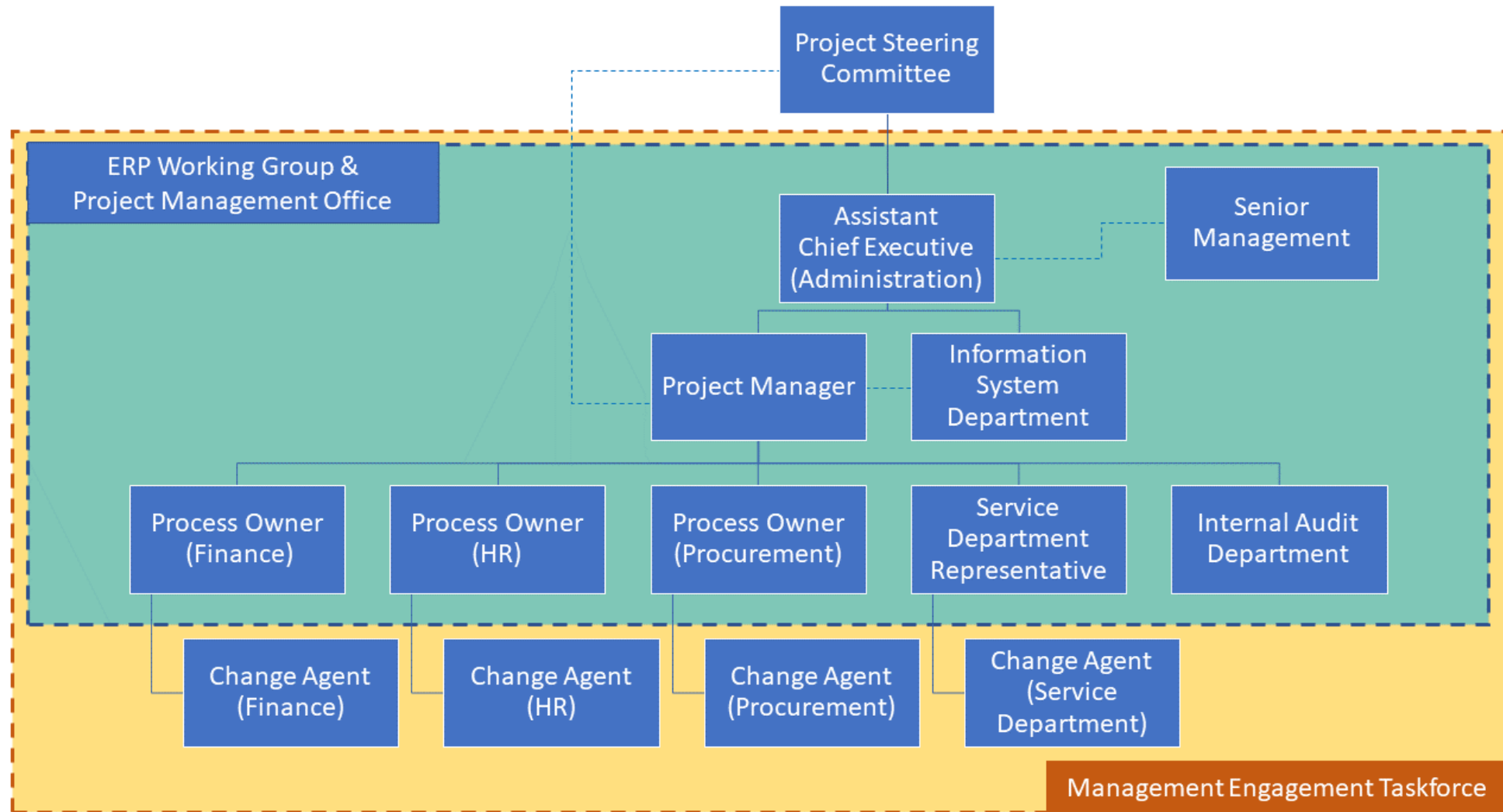
ERP Procurement Process

☐ Critical functionality must be specified clearly

   A. Allow flexibility of leave deduction by session, definition of session to be determined by service e.g. 4.5 hours for 1 session for one service department, 4 hours for another service department

☐ License (Production, UAT, Sandbox)

☐ Manpower Importance

   A. Project Manager

   B. Consultant (presales vs implementation) and Manday involvement

   C. Consultant (contingency)

☐ Vendor Senior Management Commitment

Fit & Gap Analysis, System Analysis & Design, Implementation

☐ Progress checking on Fit & Gap Analysis, SA&D and Development
   A. Bi-weekly Project Management Office(PMO) meeting
   B. Meeting with individual consultant

☐ Vendor demonstration to ensure it fits our expectation

☐ Project Steering Committee(PSC) Reporting and Solutions to Challenges

UAT

☐ Vendor – sufficient test in UAT environment
  A. Proved supporting
  B. DATA in UAT environment

☐ Association
  A. Sufficient domain knowledge to perform the test
  B. Sufficient users to cover each test scenario

☐ Small group pilot testing before official UAT session

Training

☐ Train-the-trainer approach may not work >
Training delivered by Process Owners

    A. Detail user manual (ongoing revision)
       Manual provided by Vendor may not understandable by users

    B. Video demonstration

☐ Sufficient Environment for trial run

☐ Q&A session hold by Process Owners

🤝 ***Create Shared Vision***

Embrace Common Goals & Purpose
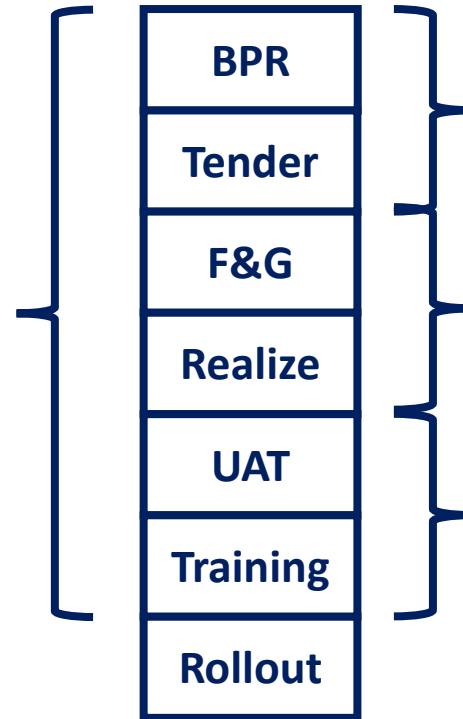
Change Management

- ☐ Senior Management Advocacy in Staff Meetings

- ☐ Invite External Speakers

- ☐ System Demonstrations

- ☐ Attend Relevant Conferences & more Exposures

Change Management

BPR	**Business Process Re-engineering**
Tender	**Solution & Service Procurement**
F&G	**Fit & Gap Analysis**
Realize	**Solution Implementation**
UAT	**Solution Testing**
Training	**Solution Familiarization**
Rollout	

Change Management

Understand benefits & pain points addressed

BPR
Tender
F&G
Realize
UAT
Training
Rollout

Aware the change

Engage the change

Know the change

Change Management

Collecting feedback

BPR
Tender
F&G
Realize
UAT
Training
Rollout
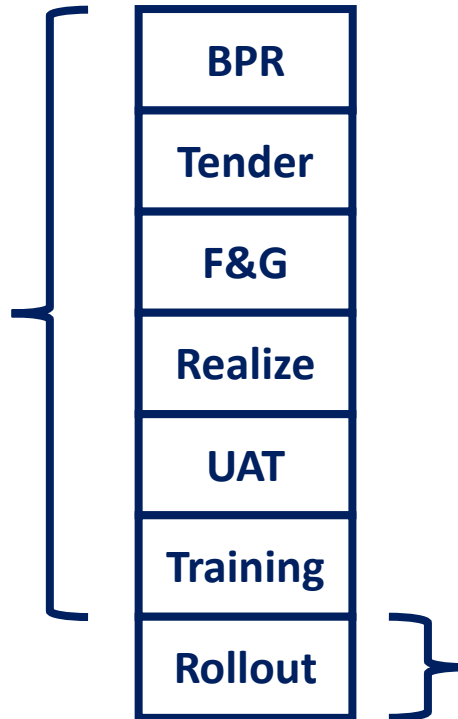
"Face to Face"
User feedback session

Thank You