E-BOOK
PUBLIC SERVICES

Driving excellence

in public services organizations

Solution Description

In business for people.

Contents

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Summary

People are at the heart of public services organizations. This document describes how the Unit4 solution for the Public Services sector has been built from the ground up to reflect the business realities of people-centric organizations.

Unit4 is in business for people.

1.1 The characteristics of your organization

The Unit4 solution for Public Services is an Enterprise Resource Planning (ERP) solution for organizations who operate in areas such as central government, local government, healthcare and emergency services.

Typically, these organizations share the following characteristics:

- **People centric** – organizations whose greatest assets are their employees. The workforce is very diverse and there is a high degree of change in staff skill-mix. The right employees are sometimes difficult to recruit and retain, due to remuneration packages and/or working conditions. Public services organizations must have the right applications in place to professionally manage the Hire to Retire process for the workforce.
- **Service centric** – organizations that have to balance three key factors:
  1. **Quantity** of service provided, in response to demographic challenges, such as an ageing population.
  2. **Quality** of that service, which is often subjective and hard to measure.
  3. **Cost** of that service, in times of increasingly scarce resources for the Public Services sector.
- **Multi-faceted** – public services organizations have to be experts in many areas, including: housing, social care, education, highways maintenance, leisure and (in some countries) utilities. They need to meet these demands in an efficient way, while keeping administrative work to a minimum.
- **Structurally complex** – organizations often operate within "matrix" structures, where there are multiple lines of accountability – both managerial and professional. In addition, they typically face continuous changes in organization shape and structure – creating new departments, closing down old departments, and merging departments together.
- **Fixed managerial responsibilities** – where people with a specific role have a specific set of responsibilities and hierarchical reporting relationships. For instance: Directors, Heads of Service, Managers, Team Leaders, and employees.
- **Defined professional responsibilities** – alongside these managerial structures, there are often professional groupings, the objective of which is to manage employees who share a common qualification or role, such as teachers, social workers, nurses, police officers or fire officers.
- **Highly accountable** – organizations that have to satisfy the competing demands of disparate groups of stakeholders, including: the voting public, politicians, local and national businesses, pressure groups, lobbyists, employees, trade unions and the press. Public services organizations need to meet these demands in an efficient way, while keeping administrative work to a minimum.

All of the characteristics described above result in one thing: continuous change. The Public Services sector is exposed to continuous changes in service provision; such as the move to commissioning services from the Private and/or Not for Profit sectors, rather than providing those services direct. Also, the sector has to react at short notice to legislative requirements, political initiatives, and changes in technology.

1.2 The scope of our solution for your organization

The Unit4 solution for Public Services enables your organization to unify operational excellence in the front office with financial excellence in the back office. Financials, Procurement, Planning (budgeting and forecasting) and Human Resource Management are the "engine" of our ERP system, supported by powerful workflow and reporting capabilities.

The Unit4 solution for Public Services is offered as a Value Accelerator, which contains the Unit4 recommended best-practice solution for the sector. The contents of the Value Accelerator framework are described in detail later. Please note that in most cases where a unique requirement is not met by the Value Accelerator framework, the requirement can still be achieved by configuring the standard setup. Only in specific cases is customization or a bespoke solution needed. Both require an additional implementation effort. A more detailed explanation is described in chapter 10.

1.3 The structure of this document

This Solution Description serves as a business-oriented guide to how you can use the Unit4 solution for Public Services to manage and optimize your public services organization.

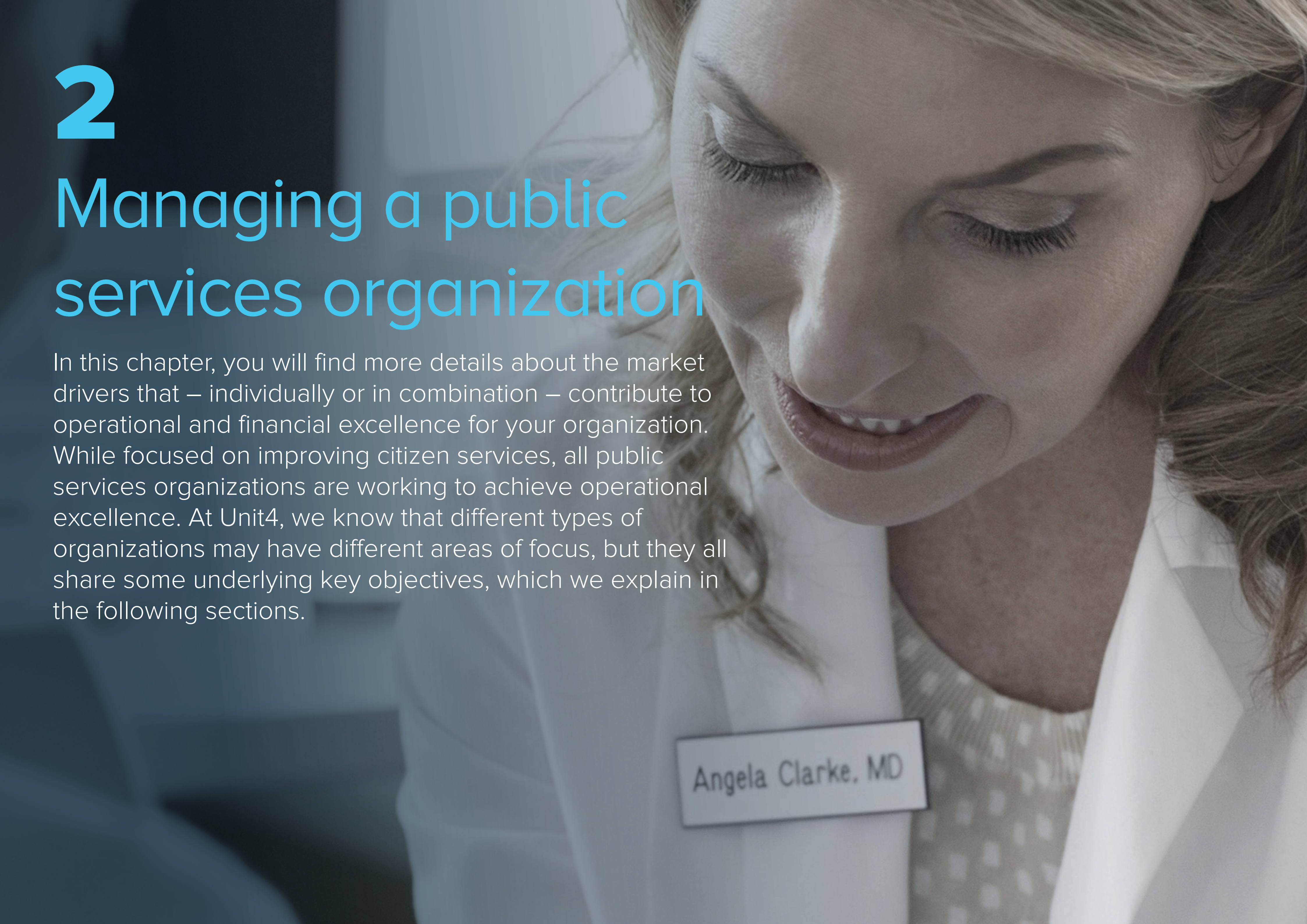
This document includes the following chapters:

2. Managing a public services organization	How your organization will gain value from the Unit4 solution for Public Services.
3. Record to Report	Using business intelligence to combine information on financial performance with activity data and quality measures from disparate line-of-business systems as the basis for strategic planning, corporate performance management and risk management
4. Budgetary Control	Free up managers from the drudgery of manual approvals by simplifying and automating processes to ensure good governance with workflow alerts to notify managers of any exceptions. Complete approvals and other tasks wherever you are with a suite of mobile applications
5. Sales to Cash	Provide a single integrated view of the customer and deliver easy payment mechanisms through multiple channels, including “over the counter” cash receipting, web portal and automated telephone payments. Automate key processes such as the production of statements and reminders, provide facilities such as payment by instalments to make it easier for clients on low incomes to pay.
6. Procure to Pay	Ensure your users can easily access corporate contracts to eliminate “maverick” buying. Provide end-to-end electronic procurement through XML interactions with suppliers who are technologically enabled to do this – as well as using more traditional methods, such as email and optical character recognition of printed invoices for those suppliers who aren’t.
7. Hire to Retire	Gain insight into the demographics of the working population – whether directly employed, contractors or agency staff. Review absence patterns, staff turnover and recruitment rates. Manage vacant posts and model the impact of changes to the organizational structure.
8. Assets and Work Management	Use Integrated Asset Management and Project Management functionality to plan, maintain and optimize the infrastructure of the organization including buildings, vehicle fleet and other assets.
9. Roles in a public services organization	Configure user access by using standard roles to allow/prevent access to particular parts of the application, govern the visibility of data (such as which staff records a manager can see) and drive workflow approval processes.
10. Public Services Value Accelerator	Speed up the implementation process and hence the time-to-value by deploying elements of standard configuration based on Unit4’s extensive knowledge of the specific needs of your type of organization.
11. Configuration and Customization	Tailor standard configurations to meet any unique requirements of your organization,

2

Managing a public services organization

In this chapter, you will find more details about the market drivers that – individually or in combination – contribute to operational and financial excellence for your organization. While focused on improving citizen services, all public services organizations are working to achieve operational excellence. At Unit4, we know that different types of organizations may have different areas of focus, but they all share some underlying key objectives, which we explain in the following sections.



2.1 The key drivers leading to success

The definition of success is, of course, unique to each individual organization. However, in public services organizations there are a number of elements that are central to success. They are: the **people** who deliver your services, the **activities** your people work on, and the **clients** that these services are delivered to. Finally, you need **financial transparency** across all three of these areas, to ensure the continued success of your organization.

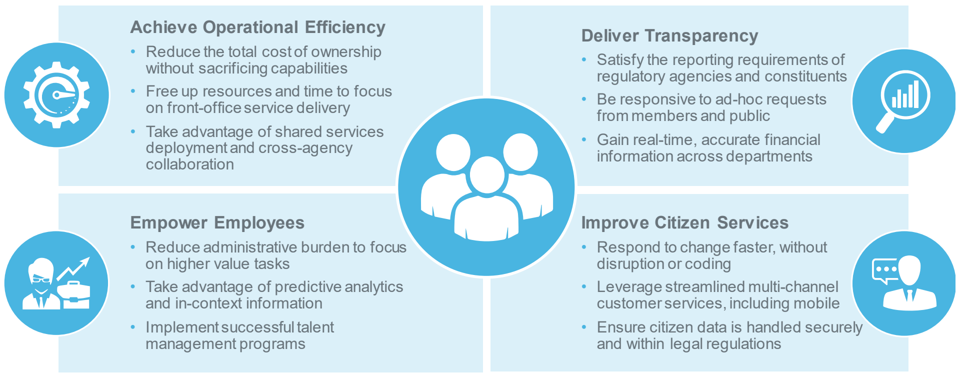


Figure 1: Key drivers of a public services organization

There are of course many other factors that impact your organization's success, but we have identified these four as central to our solution offering. These are the key drivers that we have helped other public services organization to successfully manage, to achieve excellence.

Achieve Operational Efficiency

State-funded organizations around the world are facing massive budget reductions, as a result of slow economic growth, large public deficits and ever-increasing demands by their citizens. With media and the general public questioning the allocation of public resources and demanding results, it is paramount that public services organizations stretch available funds to maximize the value of taxpayers' money. Organizations are looking to technology to free up time, for employees to carry out more value-driven tasks.

Deliver Transparency

Public services organizations are accountable to many stakeholders. As such, they need to produce information in a variety of different formats – to satisfy internal management needs, to fulfill legislative requirements and to be responsive to ad hoc requests from members of the public. Information is required on both a periodic basis (such as monthly management reports and year-end financial accounts), as well as on a real-time basis.

Empower Employees

With restrictions on funding, and ever-mounting expectations of citizens, employees have no time to be distracted by low-value, repetitive administrative tasks. Public services organizations need a system that will eliminate manual checking and reporting, so that their staff can concentrate on higher-value activities, cost containment and program delivery. And to provide management autonomy that reduces bureaucracy, public organizations are looking for smart web-based and mobile self-service tools. Providing employees with the solutions that will free up their time, and allow them to focus on more complex tasks, will not only empower them to deliver greater value to citizens, but will also increase their overall job satisfaction.

Improve Citizen Services

Traditionally, the back-office processes of a public organization have been at arm's length to the services supplied to citizens, with a costly integration solution in between. Increasingly, however, citizens are expecting quicker, better and more convenient services that adapt to their lifestyle. In addition, taxpayers are expecting levels and means of service aligned with those provided in the commercial world.

3

Record to Report – financial reporting & analysis

The main reason to have an ERP solution in place is that it provides business insight. What is the status of different sources of funding? How are we performing against budget? What changes are we forecasting? What actions should we plan to take to mitigate any detrimental impacts of those changes? These are the questions that keep you up at night.

To answer them, it is important that the solution can categorize and summarize large volumes of transactional data and can present you with the data that helps you answer your questions. The “categorization of data” is done by storing specific values for each transaction that you make in the system. This chapter explains how...

3.1 Reporting structures

The Unit4 solution provides your organization with different hierarchical structures to categorize and report on data.

3.1.1 Organizational structure

Legal structure

The last few years have seen a growing trend towards Sharing Services across more than one organization. As a consequence, from an external reporting perspective, a public services organization can consist of a single or several legally independent entities.

A typical configuration is to define separate “clients” in the database for each organization. However, a number of other more sophisticated configuration options exist, to support more complicated shared service configurations.

In the typical configuration, the “Client” level is used for external reporting purposes, and it is the level at which the formal financial accounts such as the balance sheet, income & expenditure statement, and statement of cash flows are produced.

Internal structure

The solution is set up with a default internal organization structure as described and shown here. This is a standard structure, but it can be changed during implementation to reflect your organization’s needs. The internal structure is typically used to support management accounting.

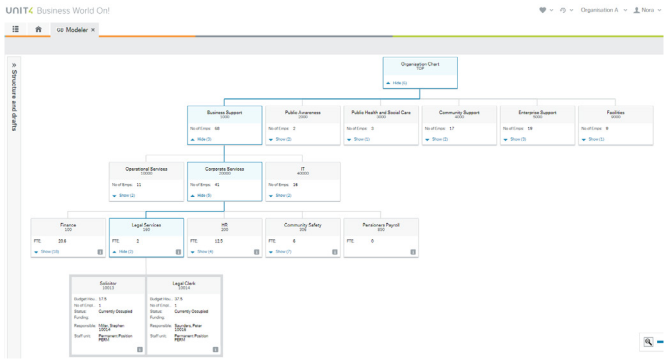


Figure 2: Organizational structure (position, cost center, department, division, and client)

Client	A client is a legal entity with its own Income & Expenditure (I&E) Account and balance sheet. A client may consist of several divisions.
Division	A division is a group of departments within a client, with full I&E responsibility and a responsible manager. An example of a division is the “Social Services division” or the “Schools division”.
Departments	A department is a grouping of cost centers within a division, with I&E responsibility and a responsible manager. Example departments within a Social Services division might be the “Elderly Care department” and the “Children’s Services department”.
Cost Centers	Cost centers also have I&E responsibility and the full I&E can be controlled at cost-center level. Example cost centers within the Children’s Services department might be “Foster Care” and “Schools Liaison”, or they might be different localities within the geographic area served by the organization.
Position	The position is linked to the employee and contains the job this employee works in, such as “Social Worker”, “Teacher” or “Benefits Administrator”
Employees	The last level of the organizational hierarchy is the employee who is linked to a certain position, which is linked to a cost center.

Table 1: Organizational structure levels

3.2 Chart of accounts management

Most organizations have alternative ways of looking at information. For example, you may want to see information across certain departments, or you may want to classify income data by source. Since this list of potential reporting requirements is virtually unlimited, Unit4 has chosen to solve this with flexibility to determine your own reporting and posting dimensions (attributes). The Unit4 solution provides your organization with the option to define an additional seven attributes per account (in addition to client, customer/supplier, currency, tax code/system and amounts). This allows you to post on cost center, project, fixed asset, resource, activity, grant and source of funding (to earmark in transactions whether this is unrestricted or restricted, temporarily or permanently).

This means that every time you enter a transaction in the system, the system automatically also stores the value of these attributes as part of the transaction, allowing you to report on these attributes. Notice that, where possible, the values of these attributes will be derived from the organizational structures in the system. If a transaction is analyzed by cost center, it is automatically included in the totals for the relevant department, division and client.

With the Unit4 solution, you get an application that includes a large number of standard attributes "out of the box". These are populated with your organization's codes and descriptions, as part of the implementation. But it is also possible to create additional attributes to provide more powerful insight, to answer specific questions. This capability is particularly powerful in responding to "Freedom of Information" requests from the public, for example: "which foreign languages cost the organization the most in terms of translation fees?" – a quick adjustment to the account rule for Interpreter Costs to make "Language" an additional mandatory analysis field means that this question becomes easy to answer.

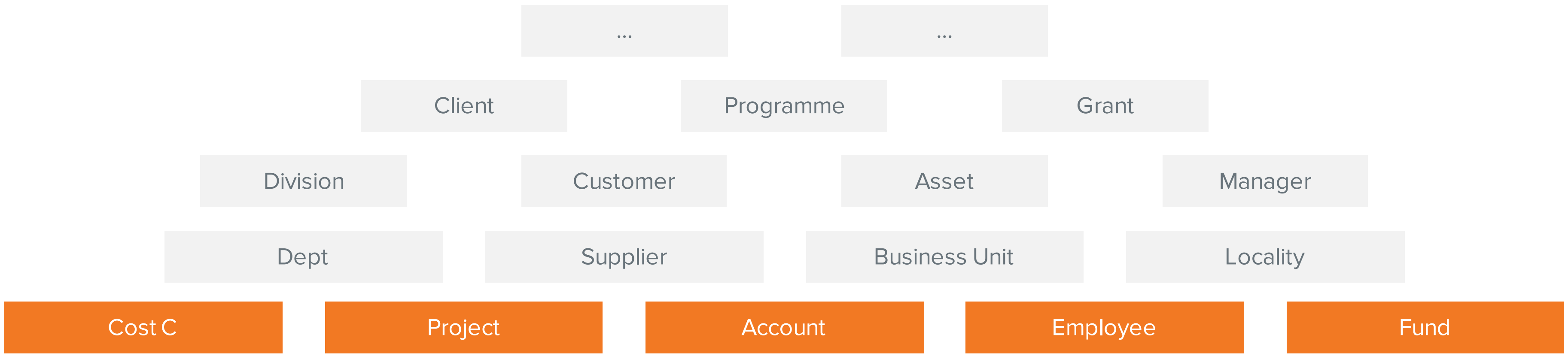


Figure 3: Overview of typical attributes in use in the Public Services sector

3.3 Reporting and decision-making support

Many public services organizations, and especially their finance staff, dedicate time to producing the right information for management and others, to ensure they have accurate data at hand. This often results in a comprehensive package of different reports, where those involved do not always know why they have the reports, and as such do not get full value from the information in the report. Sometimes it is also cumbersome, or even impossible, to extract the precise and correct data out of different solutions if you do not feed these systems with the right data in the first place.

Sections 3.1 and 3.2 described the reporting foundation, in terms of providing the right business model. This Section will therefore focus on how the integrated role-based reporting package can be utilized to fit the needs of different roles in your company.

Historically, many solutions that were sold to the Public Services sector were good at transactional processing, but less good at reporting, and as a consequence they relied on "bolt-on" third party reporting tools such as Cognos, Business Objects, Crystal Reports, Cliq View and the like.

Unit4 provides your organization with a strong alternative in that the Business World solution incorporates an integrated reporting toolset. This offers three distinct advantages over bolt-on tools:

- There is no need to create and maintain a meta-data layer (such as a Business Objects "Universe"). This means that if the information is in the database, it can be included in reports. No more frustration that the two tables you want to report across are not joined in the reporting solution.
- Reports can be delivered "real time" as well as at a point in time. Many bolt-on tools rely on a timed process to populate a data warehouse. Unit4 can deliver up-to-the-minute reporting. So, if you have raised a purchase order, for example, it is immediately reflected in the committed expenditure position on financial reports and hence in the remaining budget position. Likewise, if someone has requested annual leave, it is immediately reflected in their remaining leave balance.
- Reports share the same data security as the rest of the system. This means that users can only see "their" data – their own cost center(s), their own project(s), and their own employees. So, a single template report can be distributed to hundreds of users, which is much more efficient than manually maintaining multiple reports that are sent to different people. This is even more important in organizations where responsibilities change regularly.

The Unit4 solution for Public Services provides your organization with standard reporting capabilities for different purposes and different types of users.

3.3.1 Management reporting

Management reporting allows you to report on a senior management level about the overall performance of your organization across all dimensions.

3.3.2 Financial dashboards

Dashboards are available for senior-level management to have a high-level overview, based on the financial transactions such as actuals, budget, forecast, hours. These have the advantage of the reporting structures and hierarchies to receive either aggregated or more detailed views (per project, cost center, department, cost category, resource level) with the benefit of drilling down into the journal entries and attached documents, but also to the master data records (projects, grants, suppliers, customers, employees).

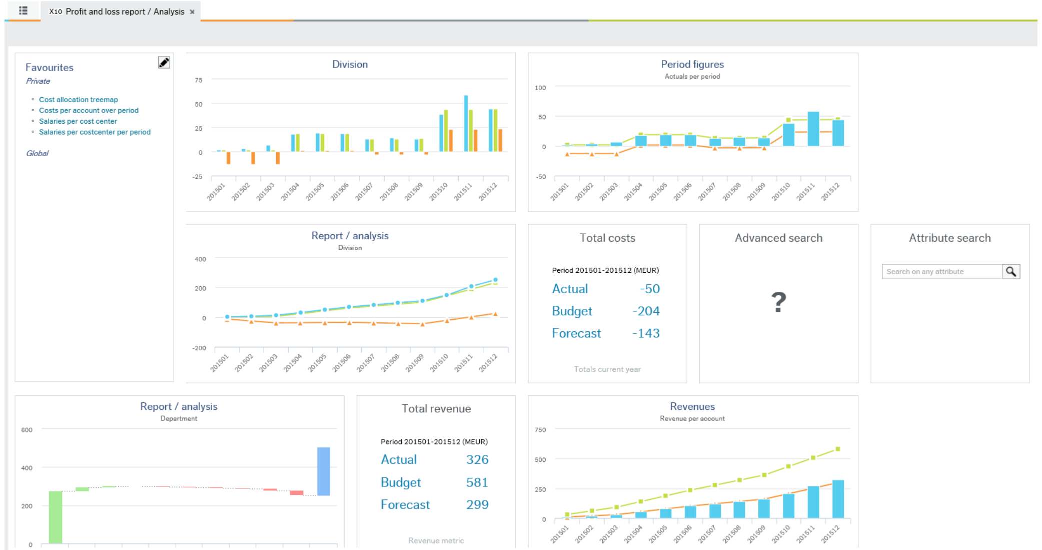


Figure 4: Financial Information Center dashboard

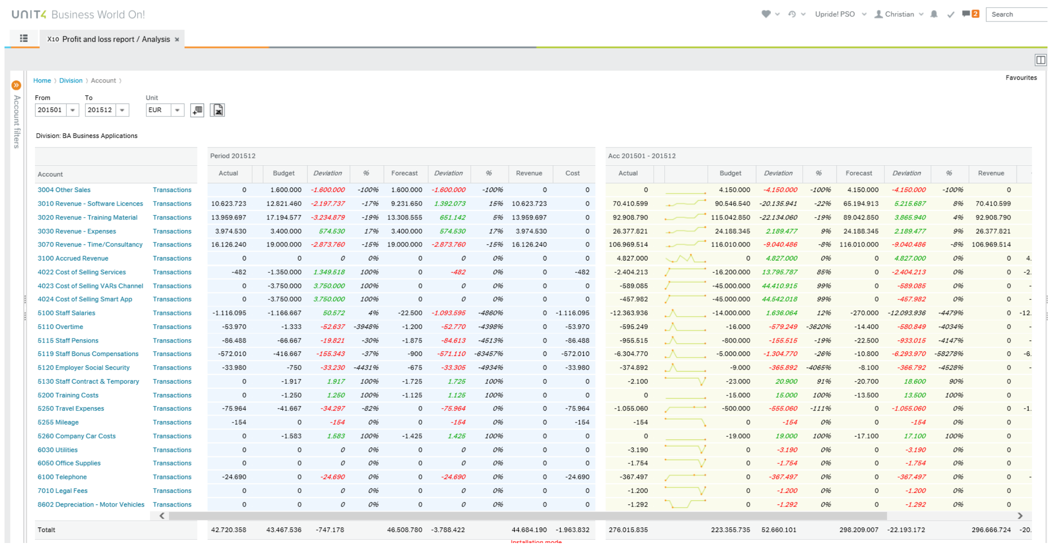


Figure 5: Zoom into account details

3.4 Corporate Performance Management (CPM)

With the Unit4 solution for Public Services, you get an ERP solution, which is tightly linked to our CPM tool, Unit4 Performance Management (prevero). This uses the data from the ERP solution in combination with other systems in your landscape, such as CRM / Case Management, to combine data and generate insights into your performance either by organizational unit or project/grant. It also provides capabilities for what-if scenarios and advanced corporate budgeting and forecasting. In short, the solution enables you to:

- Align corporate and operational goals, and integrate strategic plans into day-to day operations.
- Share organizational vision and strategic objectives.
- Link activities and budgets/forecasts to strategic plan components such as objectives, strategies, outcomes, business units and projects.
- View consolidated performance summaries.
- Measure outcome against efficiency Key Performance Indicators.
- Measure and manage risks with scenario modelling (best case / worst case / most likely case).
- Capture commentary on performance against plans.

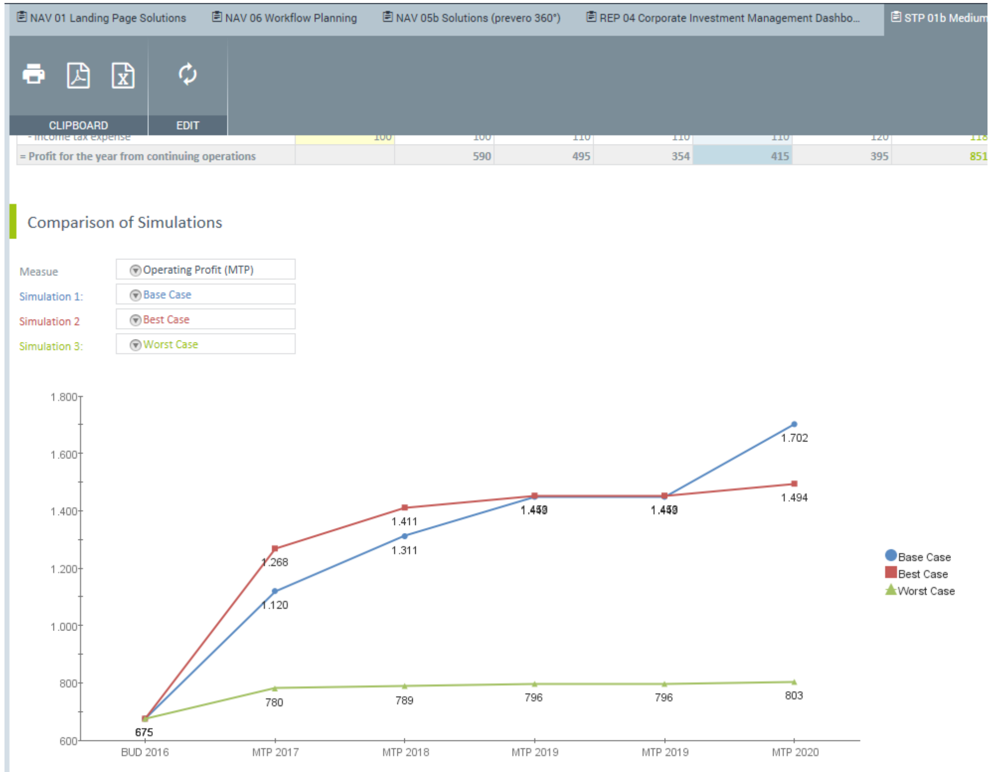
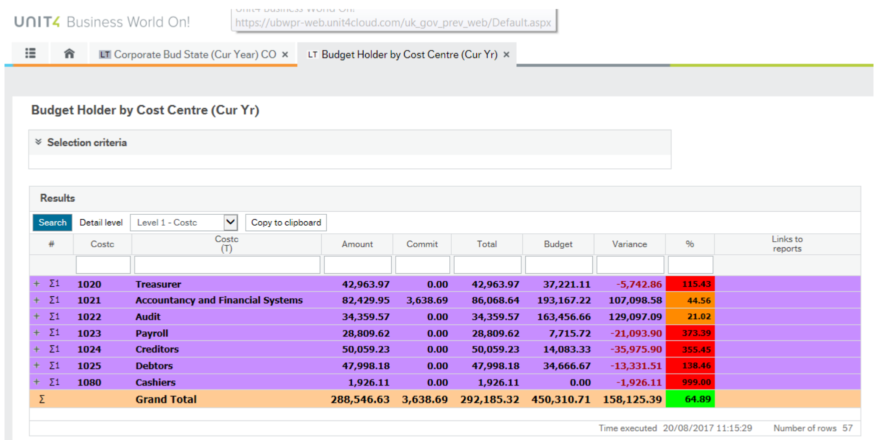


Figure 6: Best- and worst-case scenario planning

3.5 Operational reporting

3.5.1 Ad hoc enquiries

Authorized users need to enquire on any data that is stored within the ERP solution. The solution offers an enquiry tool for all data elements including cost centers, accounts, grants, projects, employees, time transactions, budgets, forecasts and actuals. It allows the user to create views on the available real-time data with the option to: add subtotals, sorting, expressions; change column names; add search criteria; and use conditional formatting to create enquiries themselves. These enquiries are used to create graphs, gauges, dashboards and to export data to a PDF, Excel sheet and Word merge.



#	Costc	Costc (T)	Amount	Commit	Total	Budget	Variance	%	Links to reports
+ Σ1	1020	Treasurer	42,963.97	0.00	42,963.97	37,221.11	-5,742.86	115.43	
+ Σ1	1021	Accountancy and Financial Systems	82,429.95	3,638.69	86,068.64	193,167.22	107,098.58	44.56	
+ Σ1	1022	Audit	34,359.57	0.00	34,359.57	163,456.66	129,097.09	21.02	
+ Σ1	1023	Payroll	28,809.62	0.00	28,809.62	7,715.72	-21,093.90	373.39	
+ Σ1	1024	Creditors	50,059.23	0.00	50,059.23	14,083.33	-35,975.90	355.45	
+ Σ1	1025	Debtors	47,998.18	0.00	47,998.18	34,666.67	-13,331.51	138.46	
+ Σ1	1080	Cashiers	1,926.11	0.00	1,926.11	0.00	-1,926.11	999.00	
Σ		Grand Total	288,546.63	3,638.69	292,185.32	450,310.71	158,125.39	64.89	

Figure 7: High-level enquiry with option to “drill down” to transaction details

3.5.2 Ad hoc analysis

For ad hoc analysis based data retrieved in an enquiry, the authorized user can directly start to create a pivot table in three simple steps. The data is directly shown in different visualizations such as a pie (pivot) chart, bars, tree map and waterfall view.

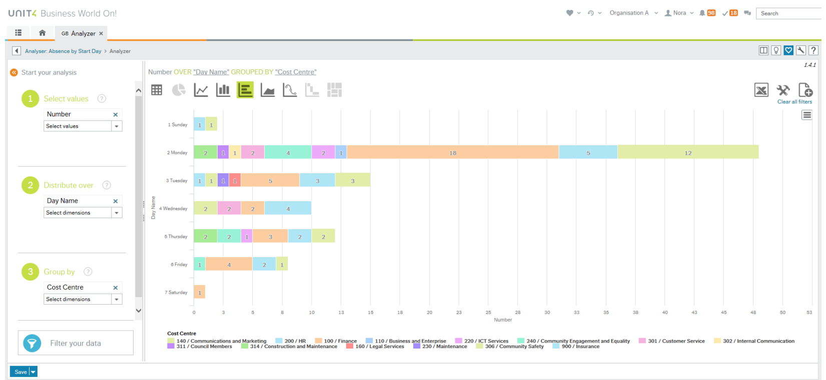


Figure 8: Sickness by day of the week

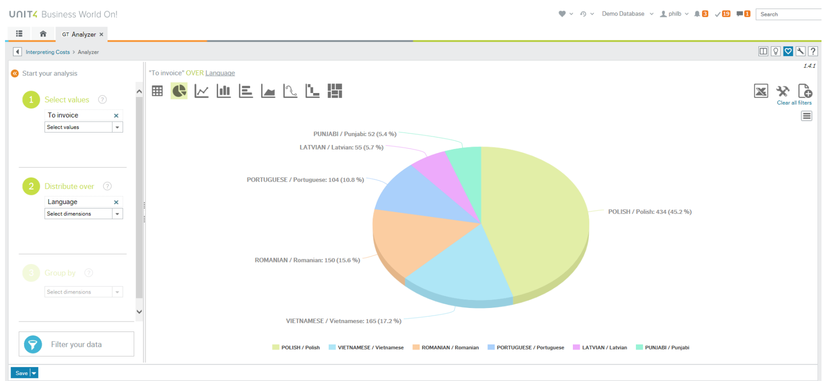


Figure 9: Interpreter costs by language

3.5.3 Export data for reporting in MS Excel/Word

For reporting purposes, the Unit4 ERP solution provides your organization with an add-in to Excel and Word to export data in enquiries and model the data in Excel or Word. This can be accomplished either by creating an Excel/Word template and importing this to the enquiry, or by exporting the raw data to Excel/Word and formatting it in these applications. The Excel add-in also allows you to import amended data such as GL transactions, budget, purchase orders, customers and suppliers.

3.5.4 Role-based reports menu

Next to the ad hoc reports created by end users, System Administrators can create management reports, which are published for a certain group of users with a specified role. For this purpose, the System Administrator publishes the enquiry in a role-based reports menu in different folders with segregation of access by role. Users with this role do not have to search in the solution for their reports, but instead have one single place to find all their role-related reports.

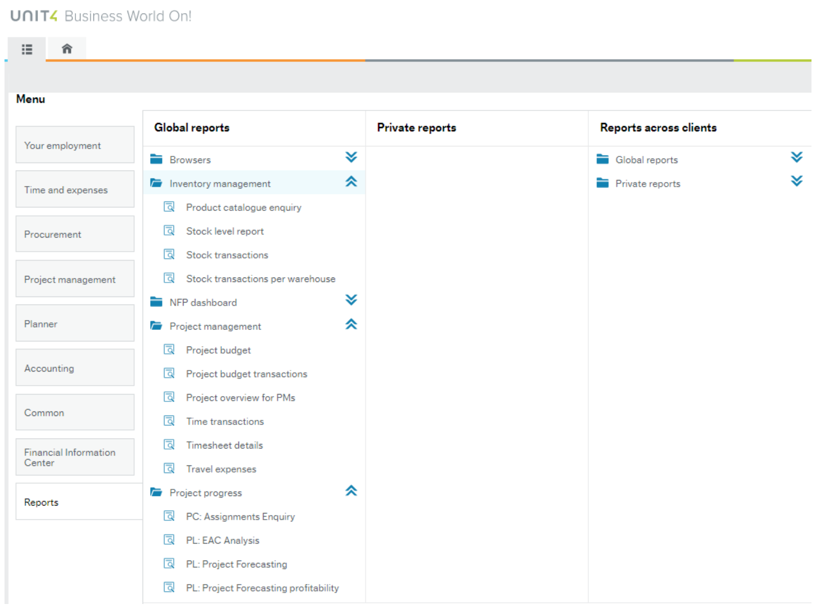


Figure 10: Reports menu with global and private reports folders with enquiries, graphs and gauges

3.5.5 Standard layouts

A set of standard output layouts is available, including payment remittance, customer invoice, customer reminder letter, customer statement and purchase order. These layouts are adjusted to fit your needs with logos and content.

3.6 Bank reconciliation

Your bank reconciliation process is supported in the Unit4 ERP solution. The process uses standard bank statement formats to be imported in the solution, which are automatically matched to the existing bank transactions (payments and receipts). The matching is handled, based on rules that can be amended and added during use. This will increase the matching percentage, and for your organization this will mean that limited manual work is needed to import and reconcile bank transactions. Manual work is only needed when the solution has not found a match, and an item needs to be manually reconciled. The process, although simple, may have a significant, positive impact on the back-office cost for handling incoming bank statement and posting payments in the ERP solution.

3.7 Posting journals

Every financial posting in the system is directly added to the General Ledger without delays. This gives the financial users and management a real-time overview on financial transactions and reports regarding GL transactions, such as the I&E statement and balance sheet. As the modules are fully integrated, there are no reconciliation differences between the General Ledger and the other modules in the Unit4 solution, such as the Accounts Payable (AP) and Accounts Receivable (AR) sub ledgers. This saves significant time for the Finance department because they do not need to check for inconsistencies.

Within the General Ledger, the configuration for creating GL transactions is set up, as is a local and global chart of accounts, tax setup and declaration, reporting structure for I&E report and balance sheet and period-/year-end journals.

With the Unit4 solution, you get a multicurrency solution with up to four different currencies per transaction line, handling the functional currency, local currency and up to two reporting currencies. This will ensure that you can register transactions in any currency, report in every company in your local currency, but still be able to perform global reporting on two reporting currencies at group level.

4

Budgetary control

Budgeting and budgetary control have always been extremely important to public services organizations. A variety of budgeting approaches are deployed, including zero-based budgeting (especially when planning new services), activity-based budgeting, and incremental budgeting (rolling budgets over from one year to the next, with small adjustments for things like pay awards and inflation).

Key challenges

Some typical pains surrounding the budgeting process in Public Sector are:

- Statutory and Management Consolidation are done in different systems.
- Data and numbers are kept in silos (multiple applications) with little collaboration across domains.
- Key processes (risk, forecasts etc.) are done in Excel across the business, creating a high risk of errors.
- Key processes, such as the budgeting process, take a lot of time and never seem to be complete on time.
- There is no link between business strategy and the budgeting/ forecasting process.
- It's hard to facilitate more sophisticated processes like scenario planning, what-if analysis, future predictions and multiple/rolling forecasts.
- It's hard to provide an understanding of performance on a granular level (for example project performance).

Recent years have seen an increase in the level of sophistication required. Medium-term financial planning has become the norm, so applications need to be able to plan and budget across multiple financial years. Also, forecasting has become increasingly important, as managers strive to predict the future with greater accuracy, to give them more time to respond to volatility in the system.

The Unit4 solution for Public Services delivers continuous budgeting and forecasting based on a 4-step process.

ROADBLOCKS	STAGE	SOLUTIONS
Dependence on MS Excel: • Slow, manually intensive & error prone • Multiple versions of the truth • Difficult to make adjustments • Complex & confusing for budget holders • Dispersed & insular data	**01** **STANDARDIZE** Automate data collection & capture	**Smarter, central, integrated solution:** • A single, shared version of the truth • No multiple copies or versions • No need to recombine data • Adjustments made centrally – instantly & shared with all involved
• Budget cycles are too long & "time hungry" • Lack of process visibility & control • Lack of historical comparative data • Individual spreadsheets create barriers to consistency & collaboration	**02** **OPTIMIZE** Streamline processes and aid collaboration	• Easy access via MS Outlook to intuitive web-based tools & background information • Workflow & completion rules to ensure fast, accurate, consistent data collection • Single, shared system aids understanding, collaboration & agreement
• Out-of-date budgets based on assumptions that no longer apply • Data trapped in spreadsheets, which only provides a "rear-view mirror" perspective on the business • Lack of tools to test new business scenarios	**03** **PREDICT** Forecast progress & explore new opportunities	• Use Integrated Finance Planning for a wide-angle, forward-looking perspective • Continuously refreshed picture of where the business is heading • Powerful analysis tools to run & assess business simulations
• No time for consolidation, analysis & commentary by finance experts • Inaccurate budgets are resented as a false measure of performance • Lack of tools to effectively present & share end data with stakeholders	**04** **DRIVE** Engage participants and add strategic value	• Streamline PBF so Finance teams can add more value as business partners • Deliver the transparency & credibility for sound performance measurement • Tailored & visual outputs for more informed decision-making

Table 2: 4 steps to advanced budgeting and forecasting

The solution allows organizations to proactively manage budgets for a given financial year, and also across multiple years, for medium- and long-term financial planning. All stages in the process are covered, including:

4.1 Initial budget setting

The initial budget-setting process, including calculation of income due from all sources, staff budgeting based on funded establishment and/or actual staff in post, non-pay budgeting, adjustments requested by managers and support for cost improvement programs.

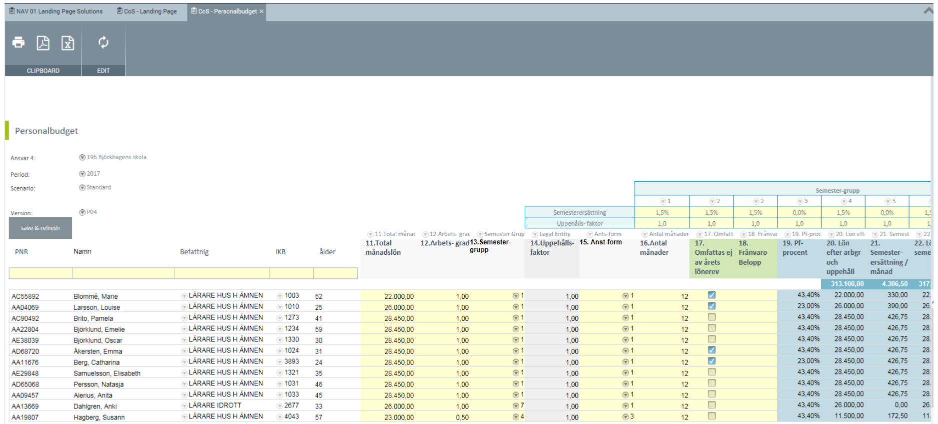
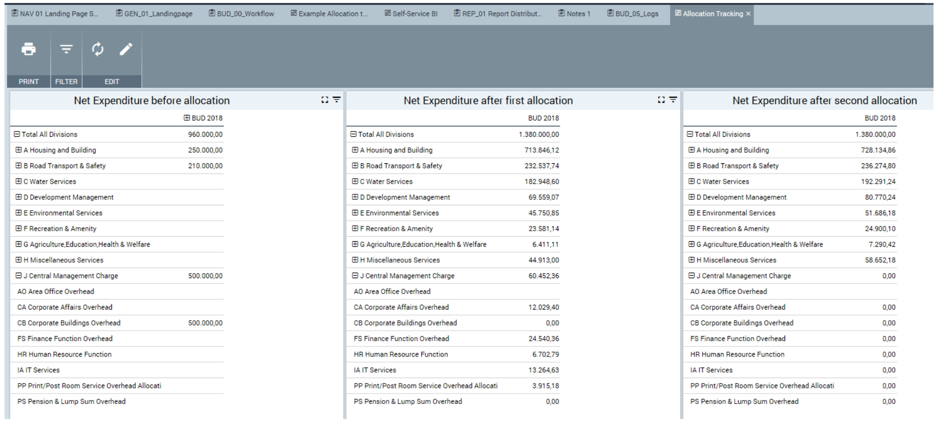


Figure 11: Example of staff salary budget calculation

4.2 Calculations

Calculation of overhead budget apportionments and indirect cost allocations on an iterative basis.



	Net Expenditure before allocation BUD 2018	Net Expenditure after first allocation BUD 2018	Net Expenditure after second allocation BUD 2018
Total All Divisions	960.000,00	1.380.000,00	1.380.000,00
A Housing and Building	250.000,00	713.846,12	728.134,86
B Road Transport & Safety	210.000,00	232.537,74	236.274,80
C Water Services		182.948,60	192.291,24
D Development Management		69.559,07	80.770,24
E Environmental Services		45.750,85	51.686,18
F Recreation & Amenity		23.581,14	24.900,10
G Agriculture,Education,Health & Welfare		6.411,11	7.290,42
H Miscellaneous Services		44.913,00	58.652,18
J Central Management Charge	500.000,00	60.452,36	0,00
AO Area Office Overhead			
CA Corporate Affairs Overhead		12.029,40	0,00
CB Corporate Buildings Overhead	500.000,00	0,00	0,00
FS Finance Function Overhead		24.540,36	0,00
HR Human Resource Function		6.702,79	0,00
IA IT Services		13.264,63	0,00
PP Print/Post Room Service Overhead Allocati		3.915,18	0,00
PS Pension & Lump Sum Overhead		0,00	0,00

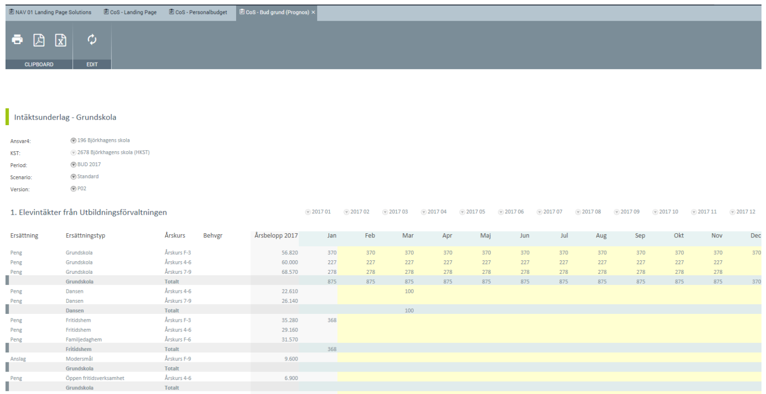
Figure 12: Example of overhead and indirect cost allocation / apportionment

4.3 Scenario planning

Scenario planning to identify "least bad" options to balance the budget (for example raising extra income, or reducing levels of service provision (closing two libraries versus closing a school).

4.4 Medium- and long-term planning

Medium- and long-term planning to assess the budget implications of demographic changes in the population, and to incorporate decisions about asset capacity and their impact on future capital planning (Do we need more or fewer school places? How do we plan for increases in the elderly population? etc.).



Ersättning	Ersättningstyp	Årskurs	Behvgr	Årsbelopp 2017	Jan	Feb	Mar	Apr	Maj	Jun	Jul	Aug	Sep	Okt	Nov	Dec
Peng	Grundskola	Årskurs F-3		56.820	370	370	370	370	370	370	370	370	370	370	370	370
Peng	Grundskola	Årskurs 4-6		60.000	227	227	227	227	227	227	227	227	227	227	227	
Peng	Grundskola	Årskurs 7-9		68.570	278	278	278	278	278	278	278	278	278	278	278	
	Grundskola	Totalt			875	875	875	875	875	875	875	875	875	875	875	370
Peng	Dansen	Årskurs 4-6		22.610			100									
Peng	Dansen	Årskurs 7-9		26.140												
	Dansen	Totalt					100									
Peng	Fritidshem	Årskurs F-3		35.280	368											
Peng	Fritidshem	Årskurs 4-6		29.160												
Peng	Familjedaghem	Årskurs F-6		31.570												
	Fritidshem	Totalt			368											
Anslag	Modersmål	Årskurs F-9		9.600												
	Grundskola	Totalt														
Peng	Öppen fritidsverksamhet	Årskurs 4-6		6.900												
	Grundskola	Totalt														

Figure 13: Example of modelling grant income for schools based on planned pupil numbers across different age groups

4.5 Virements & budget adjustments

In-year virements, transfers, pay awards and other adjustments, with full workflow for validation / approval of those changes by the appropriate managers.

4.6 Forecasting

Forecasting and modelling of the position going forward, using sophisticated scenario modelling techniques to identify best case, worst case and most likely case, incorporating options to manage the process of planning mitigation strategies to resolve any forecast shortfalls.

5

Sales to Cash

From our many years of collaboration with organizations in this sector, we appreciate that the Sales to Cash process for public services organizations usually has some specific, common features. This section looks at the key characteristics and explores how the Unit4 solution helps handle them more effectively and efficiently.

Key characteristics

- Billing is typically retrospective – the goods and services have often already been provided before the invoice is raised.
- Billing is often performed by multiple different systems, so synchronization of master data can be a challenge.
- Where multiple billing systems are in use, it can be difficult to obtain a single holistic view of the customer.
- Public services organizations are often billing to members of the public and cannot always threaten withdrawal of service or legal action to enforce payment.
- Some customers are on very low incomes, and may even be in receipt of benefits, and therefore struggle to pay their invoices in a single lump sum – they prefer to pay by instalments.

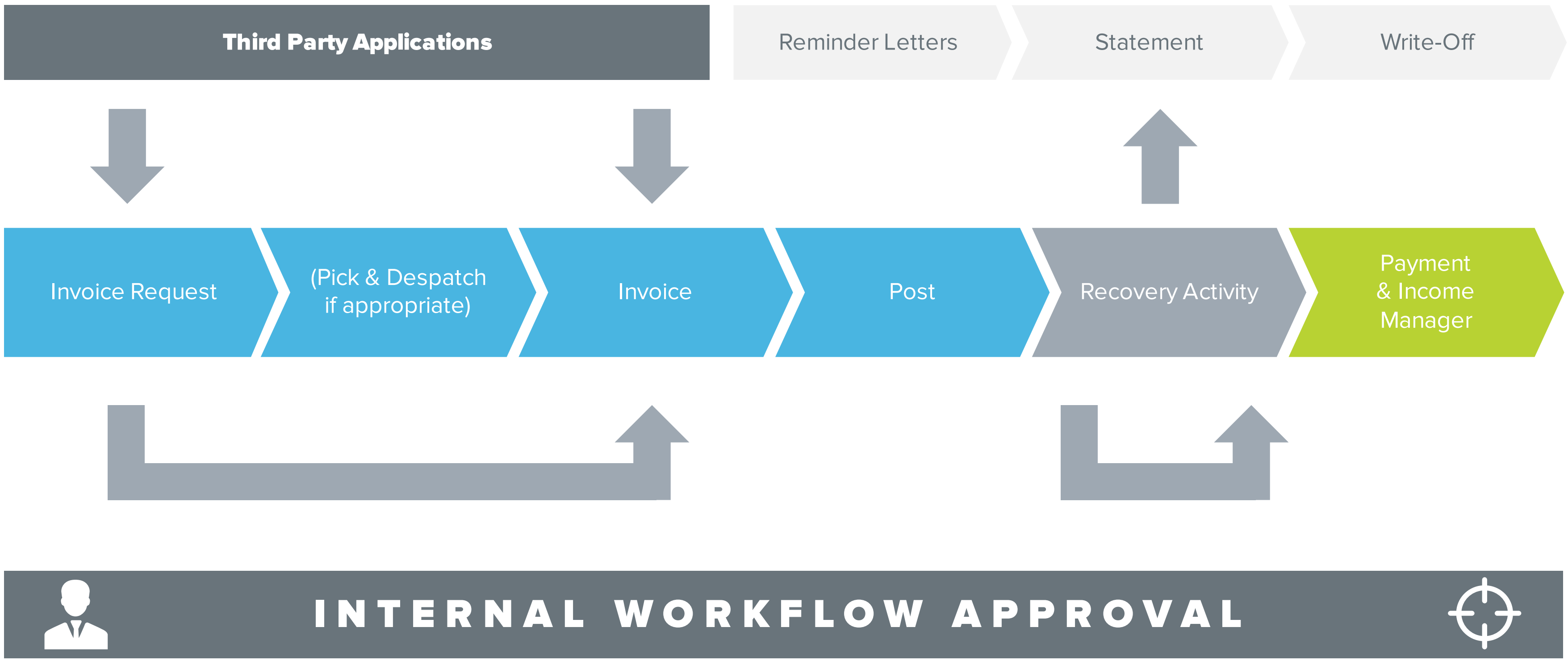


Table 3: The Sales to Cash process

5.1 Customer creation & maintenance

With the Unit4 ERP solution, you get a customer master file where customer records are set up and maintained. Creation and maintenance can be performed manually (with an optional workflow approval process) or via integration with applications such as dedicated CRM and Case Management systems.

You get a single master customer record, but with the capability to record the specific information that particular departments or divisions need, using a capability called “Flexi-Fields”. This information can be locked down, so that all users see certain information about the customer such as name and address, but only users in Social Services (for example) see the information that is specific to their department, and to protect the rights of the customer under Data Protection legislation.

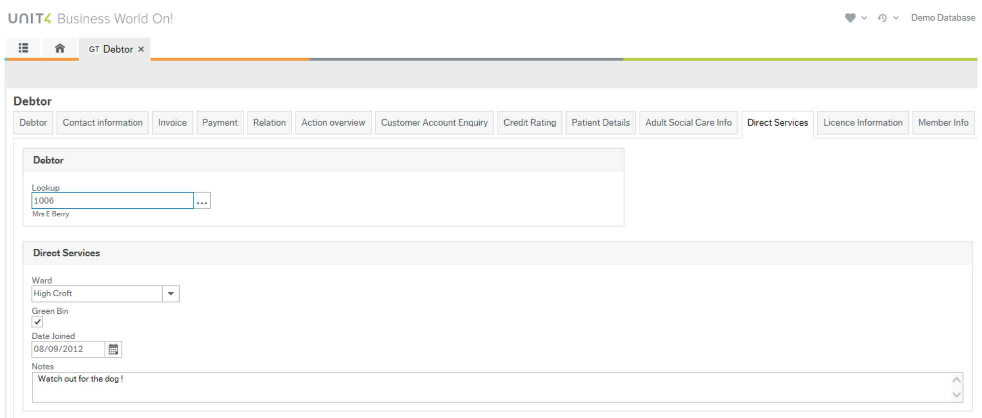


Figure 14: Customer-specific information for Refuse Collection Department

5.2 Product management

With the Unit4 ERP solution, you can maximize the speed and accuracy with which new invoices can be created. To facilitate this, a set of standard “products” can be defined, which describe the goods or services being sold, the prices (with options to define differential pricing for different quantities and/or for different groups of customers), as well as the VAT treatment and the financial coding of the income.

5.3 Invoicing

Invoices can be dispatched to customers in a number of ways – by print and post, as a PDF attached to an email, or electronically in XML format.

There are various invoicing options, to support the different types of goods and services that are provided by public services organizations. These are described in sections 5.3.1 to 5.3.4.

5.3.1. Ad hoc invoicing

It is possible for all invoicing to be performed by a central team, but it is also possible for devolved users in the wider organization to raise an ad hoc invoice request by selecting a customer from the customer master file, one or more products from the product master file, and the quantities provided. The invoice can optionally be automatically routed for checking and/or approval prior to dispatch using integrated workflow functionality.

Standard invoice templates are provided, and these can be easily tailored to add the logo and branding of your organization.

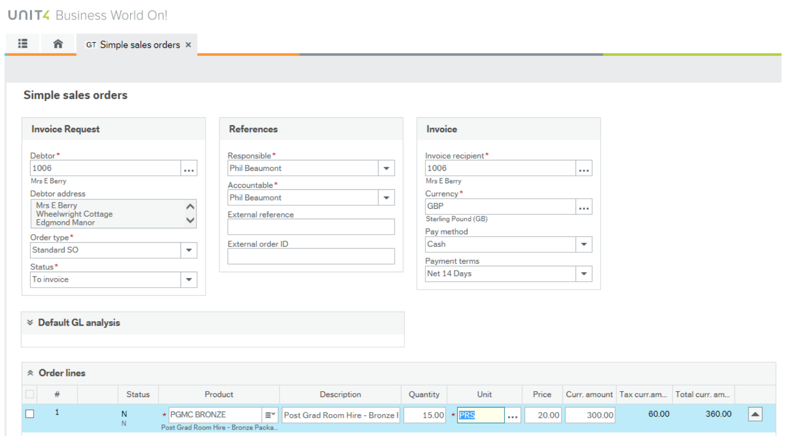


Figure 15: Ad hoc invoice request

5.3.2. Periodic invoicing

It is a common requirement for public services organizations to bill the same customer at regular intervals (e.g. weekly, monthly, quarterly, or annually).

The Unit4 solution provides your organization with subscriptions, which are used extensively to invoice for things like rentals, housing lifeline charges, skip hire for restaurants and other periodic income.

5.3.3. Bulk invoicing

It is also a common requirement to invoice multiple customers for the same goods or services at a particular point in time. Examples include a school invoicing all the pupils who went on a Geography Field Trip or the Building Control Department invoicing all customers who received an Inspection. Bulk invoicing is supported in the Unit4 solution.

5.3.4. Import of invoices raised in other systems

The Unit4 solution also provides your organization with the capability to import invoices from 3rd-party systems, so that all outstanding debt is recorded centrally, and all credit control and payment activities can be performed in a single system. This provides your organization with a consolidated view of the total indebtedness of any given customer.

- Information can be imported as an "invoice request", so that the invoice is generated and dispatched from the Unit4 ERP solution, or
- Invoice details, where the invoice has already been dispatched by the 3rd party system, can be imported into Unit4 Accounts Receivable as outstanding transactions. All follow-up actions are still referenced back to the original invoice number from the feeder system to avoid confusion.

5.4 Credit control

As has previously been highlighted, credit control in public services organizations is often quite complex, due to factors such as billing in arrears, the inability to threaten to withdraw services, and recovery from customers on low incomes.

Your organization's debt collection process is supported, based on the sub-ledger Accounts Receivable (AR). This is where open items are reviewed and followed up. Reports on aged debtors are available per customer and per cost center, to display an overview of days outstanding.

The recovery process can be automated and managed using integrated workflow functionality. Actions can be automatically diarized and notified to specific people involved in the process.

Dunning reminder letters and statements can be automatically produced at pre-defined intervals.

All correspondence with the customer can be recorded in the Action Overview, along with links to associated documents, such as emails and letters sent / received. Details of telephone conversations can be recorded, and follow-up calls can be scheduled automatically or manually.

Instalment plans can be created for individual invoices and/or consolidated plans can be created to recover outstanding debt from multiple invoices at the same time. Statements and reminders can take account of these instalment plans.

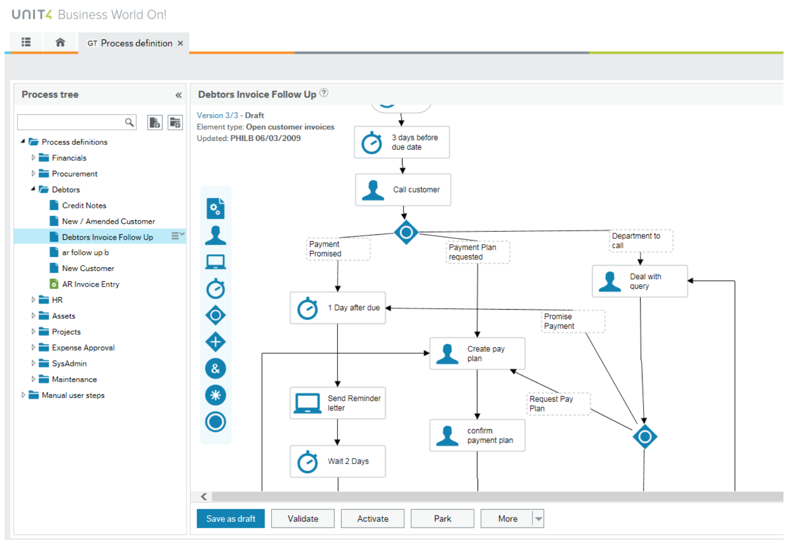


Figure 16: Credit control workflow process definition

5.5 Customer payments

Any public services organization will have the goal (and challenge) of receiving payment as soon as possible.

Where feasible, public services organizations can insist on up-front payment, but typically the majority of income will be invoiced after the goods or services have been provided. So, it is important to minimize the time it takes for the customer to pay – this is typically measured using the Key Performance Indicator called either “Days Sales Outstanding (DSO)” or “Debtor Days Outstanding (DDO)”.

Public services organizations need to make it as easy as possible for the customer to pay their invoice(s) using whatever payment method they prefer. Here is how the Unit4 solution supports your organization to do this:

5.5.1. Direct Debits

Where customers wish to pay by Direct Debit (DD), the Unit4 solution can manage all stages in the process, from setting up the direct debit agreement, to notifying the bank, to automatically processing the collection of outstanding items as and when they fall due, and dealing with any unpaid items.

The Unit4 solution enables:

- Creation of a Direct Debit Instruction (DDI).
- Production of a DDI submission file (Automated Direct Debit Instruction Service – AUDDIS).
- Production of a Direct Debit (DD) submission file.
- Re-instatement of an unpaid DD (Automated Return of Unpaid Direct Debits – ARUDD).

In certain jurisdictions – such as the UK, for example – additional capabilities are available to meet local requirements. For example, the UK Direct Debit Bank Interface is used to:

- Import ADDACS (Automated Direct Debit Amendment and Cancellation Service) XML messages & maintain DDIs.
- Import ARUDD XML messages.

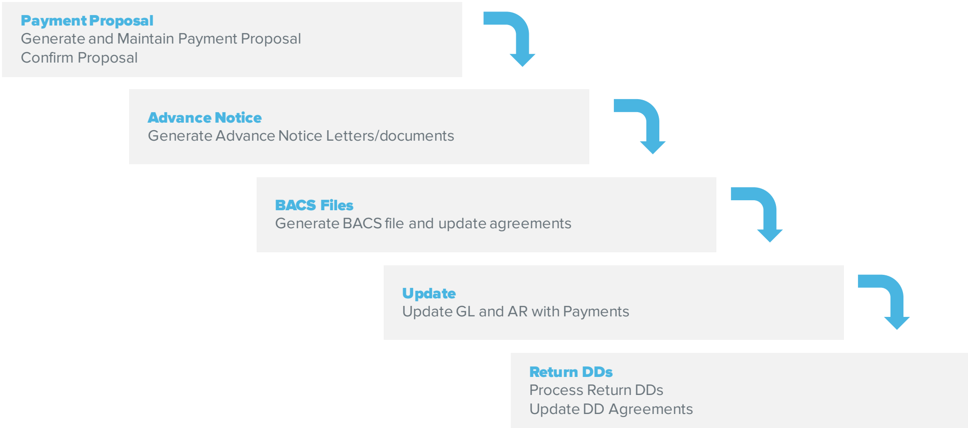


Table 4: Direct Debit collection process

5.5.2. Corporate strategy & planning

Align corporate and operational goals, and integrate strategic plans into day-to-day operations.

- Share organizational vision and strategic objectives.
- Link activities to strategic plan components, such as objectives, strategies, outcomes, business units and projects.
- View consolidated performance summaries.
- Measure outcome against efficiency KPIs.
- Run reports and analysis using dashboards, drill down and graphical displays.
- Capture commentary on performance against plans.

5.5.3. Income Manager

Where customers do not wish to pay by Direct Debit, Unit4 provides your organization with a number of additional options to process payments from customers:

- “Over the Counter” receipting of cash, check and credit/debit card payments, with the option to connect a Chip and PIN machine to the PC to turn it into a till.
- Web Payments via the organization’s website.
- Automated Telephone Payments.

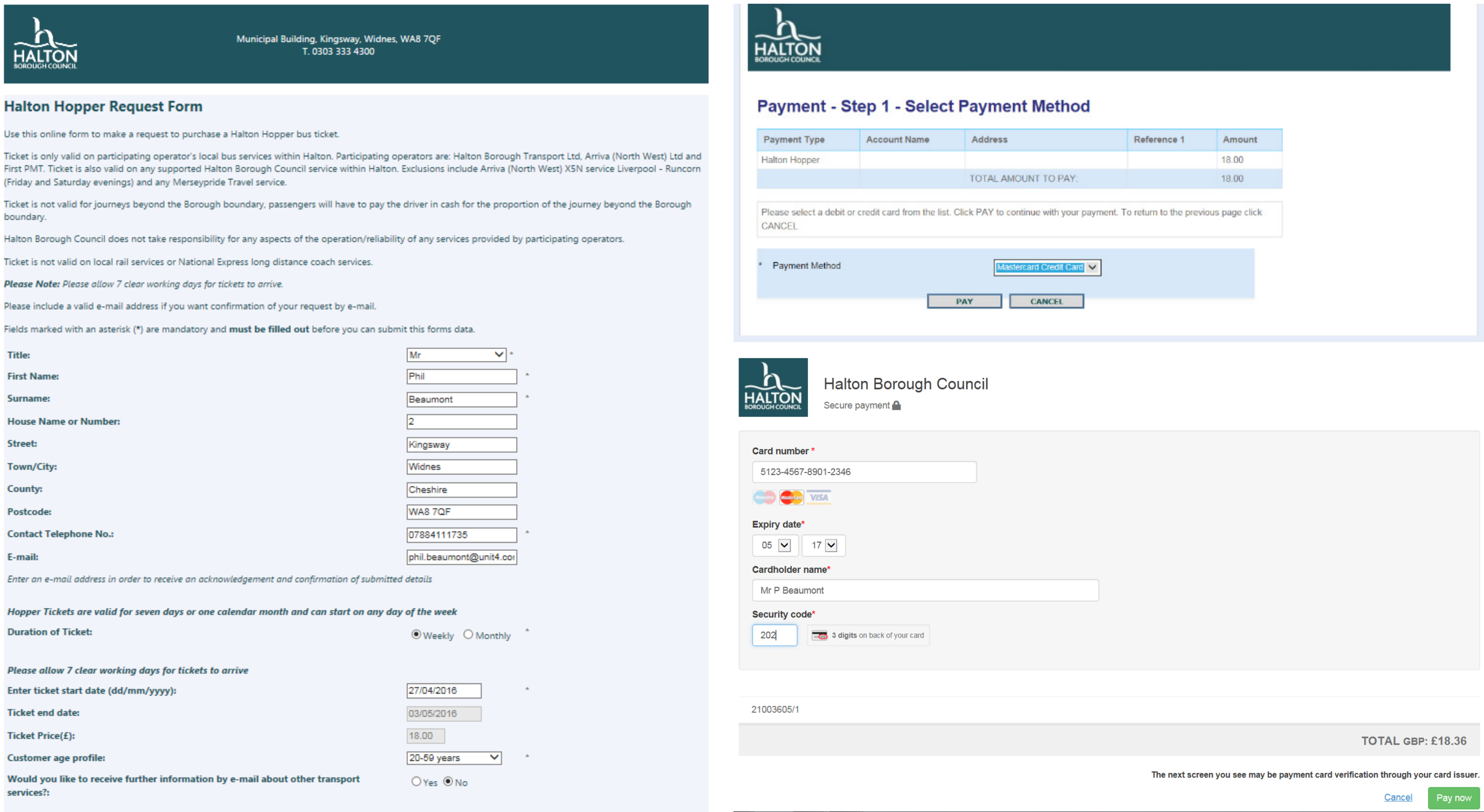


Figure 17: Examples of additional options to process payments from customers

6

Procure to Pay

Monitoring procurement is essential to control spending in the Public Services sector. budget managers need forward visibility of any costs that are going to impact on their accounts, at every stage in the process. After staff salaries and wages, non-pay costs are typically the single biggest item of expenditure for any public services organization. In this chapter, we will look at how to manage the supply of goods and services across your organization.

6.1 The challenges of procurement in the Public Services sector

Based on Unit4's long-term commitment to the Public Services sector, we have a strong understanding of the challenges facing these organizations – and we also have a successful track record of helping organizations to solve these problems.

Some of the challenges are:

- Balancing the need to minimize costs with the need to minimize risks.
- Managing the procurement of services as opposed to goods – for example: when purchasing $10,000 of consultancy, this may need to be partially receipted. It is important that the ERP solution supports this.
- Controlling "maverick spend" where staff ignore negotiated contracts with specific suppliers and try to buy direct from unapproved sources.
- Getting forward visibility of procurement activity – many public services organizations implement a "No Purchase Order, No Payment" policy, which is designed to force their users to raise orders in advance. But many then struggle with "retrospective purchase ordering" where users wait until they have received an invoice before they raise the PO, which defeats the object of the exercise.
- Making sure that the organization does not overspend, by checking requisitions and orders against available budget, and by enforcing approval of expenditure prior to goods or services being supplied.
- Exchanging data electronically with your suppliers.
- Improving expenditure transparency by consolidating procurement activity in a central system.
- Devolving purchasing activities to end-user departments to free up procurement staff time for value-added activities – such as contract negotiations with key suppliers.
- Simplifying ordering processes through contract management.
- Introducing a simple shopping-cart-like user experience into the procurement process.
- Paying suppliers on time.
- Gaining insight into the procurement position – which products do each of our departments buy? From which suppliers? And at what prices?

6.2 The procurement process

The procurement process in the Unit4 solution for Public Services consists of five steps, starting with a purchase requisition, which will be promoted into a purchase order to be sent to the supplier after an approval and budget check. The purchase order is optionally linked to a purchase contract. The receipt of products is captured in a goods receipt, or via a service receipt. After receiving the invoice and getting the proper approvals for payment, the supplier payment process is handled to pay the cost.

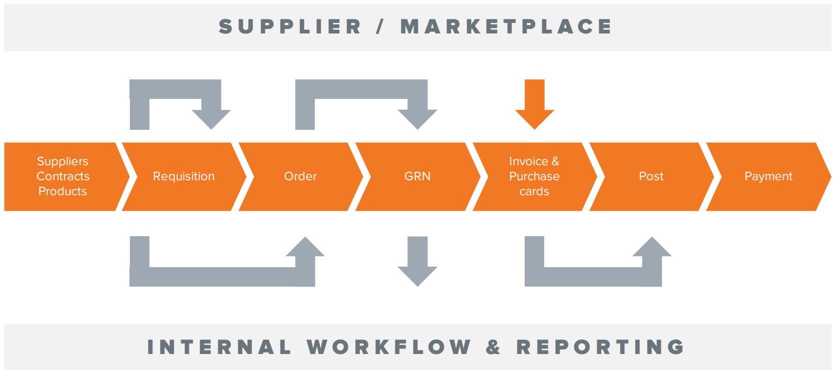


Figure 18: The Procure to Pay process in the Unit4 solution

At each stage in the process, managers have visibility of commitments, accruals, actual expenditure and cash payments.

- At the requisition stage, managers can view unapproved purchase requests as “soft” commitments.
- At the purchase order stage, managers can view approved orders as “hard” commitments.
- At the Goods / Services Received stage, managers can view accruals.
- At the Invoice stage, managers can view actual expenditure.
- At the payment stage, managers can view the cash payment position.

Any or all of these amount types can be incorporated into financial reports, and into the formulae used to check available budget.

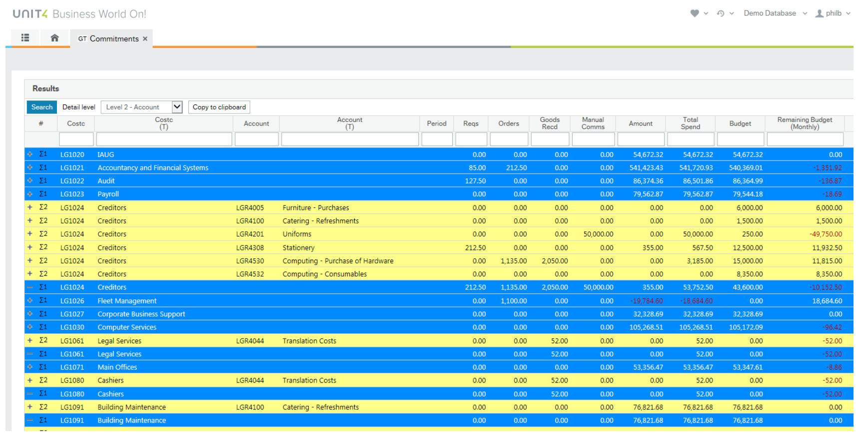


Figure 19: Financial reporting on each stage in the Procure to Pay process

In addition to the “standard” process, Unit4 also supports eProcurement, internal ordering (buying and selling between departments within the organization) and Stock Management (also known as warehousing and inventory management).

Each of these is explained in more detail in the following sections.

6.3 Supplier creation and maintenance

Supplier management is becoming increasingly important in the Public Services sector.

An "approved supplier" list ensures that all appropriate checks are conducted as part of the process of on-boarding a new supplier. These checks can include financial stability as well as confirmation that the supplier has the correct insurance and other policies and procedures in place (environmental, equal opportunities, health & safety, etc.).

Supplier assessment is important to check new suppliers and evaluate the performance of existing suppliers. The process of on-boarding new suppliers and uploading associated documentary evidence of compliance is managed via workflow.

Unlimited additional analysis is available to segment and report on suppliers. Examples include supplier type, supplier location, supplier delivery performance (including % on time, % correct goods, % damaged goods, % of single delivery fulfilment) and supplier invoicing accuracy.

6.4 Product & catalogue management

As well as using the supplier master file to control which *suppliers* can be ordered from, product catalogues are typically used to control which *goods and services* can be purchased.

Product catalogues can be imported into the online product master file and maintained within the solution, or externally hosted catalogues can be accessed via eProcurement "punch out – post back" functionality.

Unlimited additional analysis is available to segment and report on products. Examples include product group, UNSPSC code, CPV code, PROCLASS code, NSV code, etc. These classifications can also be used to filter the product search in requisition entry, to make it easier for users to find the items that they want to buy.

6.5 Contract management

Suppliers and Products are essential to any procurement activity. Contracts are an optional, but highly valuable tool, to assist in the management and control of that procurement activity, especially in a devolved environment.

Contracts define the relationship between Product, Supplier and Price. So, they can be used to enforce compliance.

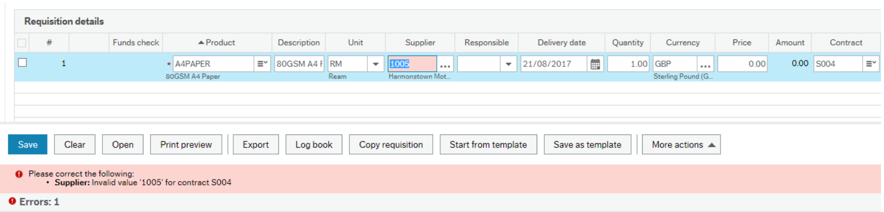


Figure 20: User prevented from “maverick” buying by contract validity

The contract master file can be used to record key information such as contract start and end dates, contract owner, etc. The integrated document archive can be used to store contract documents and associated correspondence.

Automated alerts can be used to notify the relevant users of impending contract expiry dates so that they can be renegotiated in time.

6.6 Requisition

Within a public services organization, the procurement process is primarily related to the request for services and products to be used.

Using an internal product catalogue in a web-shop-based overview allows staff to easily select the right items from the different article categories. For products where contract controls are in place, users are automatically routed to select from the preferred supplier at the preferred price – to prevent “maverick” buying.

As products are selected, each line is automatically coded to the correct account code (derived from the product group) and cost center (derived from the user raising the requisition). This makes it possible to check the purchase amounts per category against the detailed budget, in order to have a budget check, and it ensures that, when receiving the invoice, the right cost account and additional analysis attributes are used.

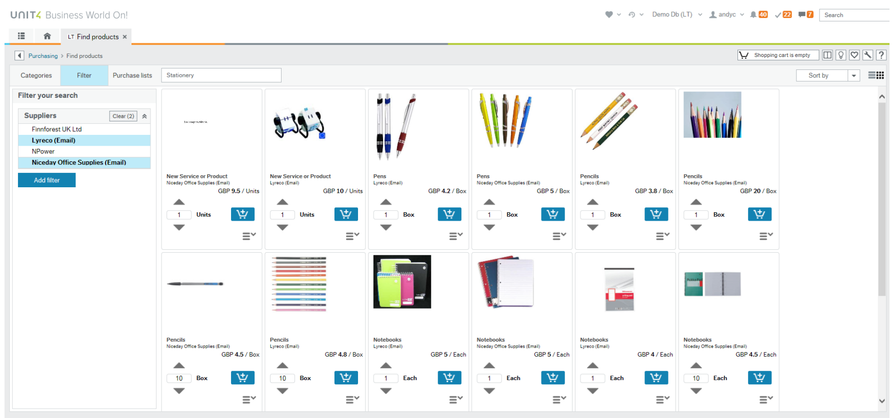


Figure 21: Requisitioning items from an internal catalogue

Integrated budget-checking issues warnings when spend is within a pre-set percentage of the budget, and optionally can block purchasing once budget has been exceeded.

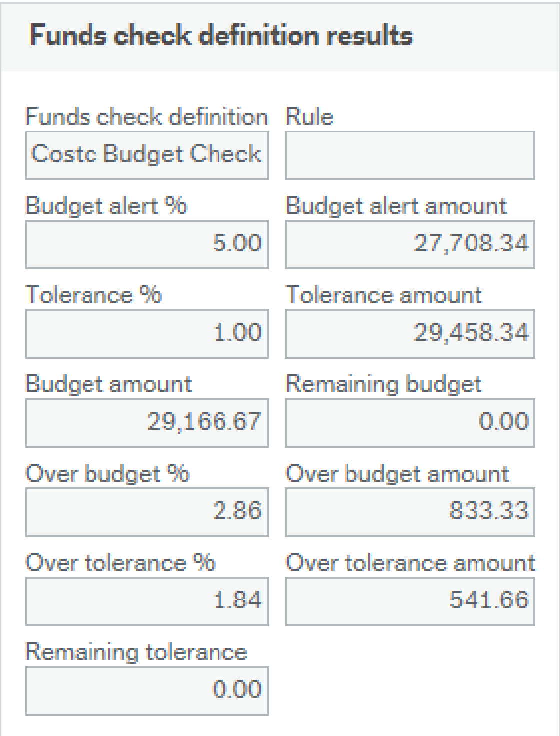


Figure 22: Funds check definition results

Typically, requisitions are raised by end users, and need to be checked and authorized before being converted to purchase orders. Approval might be technical (for example if the IT department need to check a requisition for a new PC to ensure it meets the minimum spec and security requirements), or financial (the budget holder needs to check and approve the spend against their budget), or both.

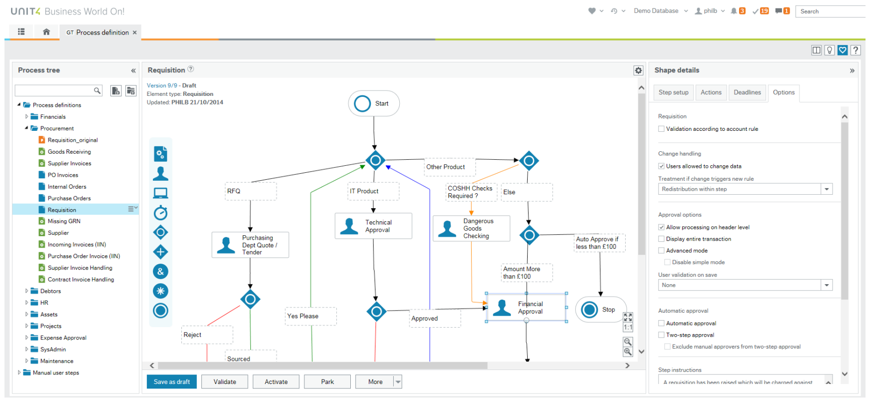


Figure 23: Requisition approval workflow process definition

The Unit4 solution provides your organization with highly flexible workflow functionality, which is used to manage the process.

In specific purchase scenarios where standing orders require that requisitions need to be tendered, the Unit4 solution for Public Services distributes requisitions in workflow, to comply with these requirements. The purchase department receives these tasks and can act on them, either by getting multiple quotations or by going out to a full tender process.

6.7 Purchase order

Approved requisitions are automatically converted into purchase orders. In addition, suitably authorized users can bypass the requisition stage and create / amend purchase orders.

Purchase orders can be transmitted to suppliers by a variety of means. They can be:

- Printed and posted.
- Faxed.
- Emailed as a .PDF attachment.
- Transmitted as .XML either via email, via PEPPOL (or similar point to point mechanisms) or via an eProcurement Marketplace.

An optional "Order Confirmation" stage can be added into the process. Upon receipt of the purchase order, the supplier can submit an electronic order confirmation, either to confirm that they have received order, or if any information needs to be amended, they can advise on this. Order amendments can be notified to relevant users for checking and approval, and the underlying order details are then automatically adjusted. This substantially increases the rate of first-time matching at the invoice receipt stage, and makes commitments more accurate.

6.8 Goods receipt

Goods or services can be received and recorded onto the system to assist with automated invoice matching, and to provide audit confirmation that the goods or services were supplied and were deemed to be satisfactory.

6.9 Incoming invoices

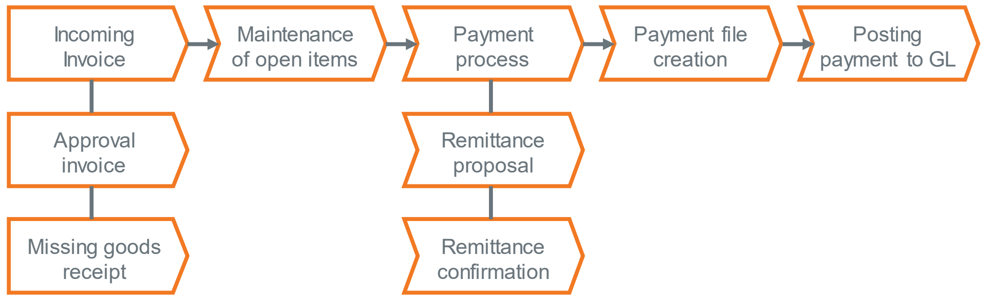


Figure 24: Accounts Payable process

Registration of incoming invoices is managed based on the loaded digital invoices or XML file of the invoice. This invoice is sent into workflow, based on rules and based on a three-way matching principle. Invoices raised on purchase orders, which will 100% match, will not be sent into workflow for approval because the initial purchase requisition has been approved before. The workflow uses the Delegation of Authority (DOA) matrix to find the right approver. Since the invoices are linked to the cost center as one of the booking dimensions, the registered invoice is already reported on the cost center overviews, although the invoice still needs to be approved. This provides the Manager with insight into invoices raised and actuals being posted against his/her budgets.

6.10 Payment

The maintenance of open items screen provides an overview of all items per supplier and currency, which can be maintained for payment. Disputes can be registered and actions can be set on open items. Because every open item has a due date, the remittance proposal serves as first step in the payment process to select all items due for payment. A maintenance screen is available to amend this proposal by adding future payments and by deleting specific items from the selection.

The next step is creating the remittance confirmation, based on the amended proposal, which will create a payment file based on the local requirements. This file is imported in the banking application to process the payment.

Finally, the payment will be posted to the General Ledger and the open items will become paid and historic.

6.11 eProcurement

In many countries, eProcurement is still not particularly advanced. It is still common, for example, for suppliers to send paper invoices which have to be either manually entered onto the system or scanned and processed through Optical Character Recognition (OCR).

Likewise, it is common for countries to have a mixture of paper-based and electronic processing. In the UK, for example, some suppliers can receive purchase orders and send invoices in XML – either directly or via an eProcurement marketplace – but many still do not.

The world leaders in Public Services eProcurement are undoubtedly Norway. The PEPPOL[1] initiative provides XML schemas for the exchange of electronic documents, as well as a transport infrastructure to authenticate delivery and receipt.

In Norway, it is mandatory for all suppliers who wish to trade with public services organizations to use this eProcurement mechanism for 100% of all procurement. This PEPPOL approach, and others like it, is now being more widely adopted across Europe and the rest of the World.

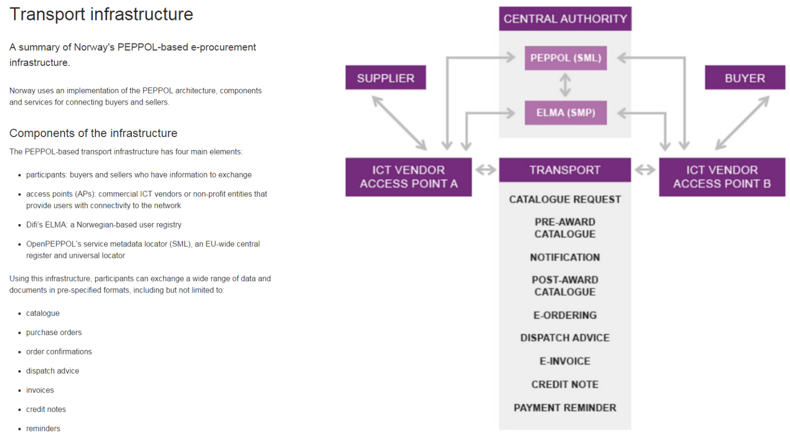


Figure 25: PEPPOL eProcurement framework

[1] Unit4 currently provides PEPPOL as a Norwegian and Swedish local product solution. However, Unit4 is looking to provide the solution for other jurisdictions. Please see the Statement of Direction for further information.

6.12 Internal orders

In certain circumstances, one part of your organization may wish to cross-charge another part of the organization for services rendered. This cross-charging can be achieved in a number of ways:

- Simple journal entry
- Recharges based on timesheets
- Internal Orders

The Unit4 solution provides your organization with a separate supplier group, which can be used to set up the details of “internal suppliers”. Products and product groups can be defined for the services to be recharged e.g. catering for meetings, printing / photocopying, building repairs, etc.

These goods and services can be requisitioned and ordered in the normal way, but upon completion of the order, rather than creating and sending invoices, the system simply debits the buying department’s cost codes and credits the selling department’s income codes.

This takes away the overhead of managing what can sometimes become a very time-consuming process, which might otherwise deliver little added value.

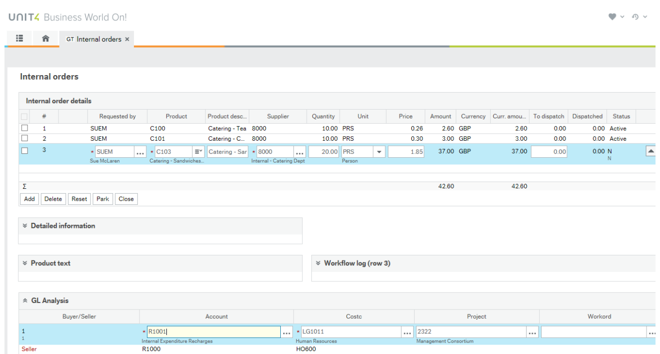


Figure 26: Internal ordering – catering example

6.13 Stock management

The Unit4 solution also enables your organization to manage stocked products, which can be associated with warehouses and locations. This capability is typically used in the Public Services sector for the management of inventory items such as building maintenance and vehicle spare parts.

The system accounts for stock on a number of valuation bases including:

- First In First Out (FIFO).
- Last In First Out (LIFO).
- Average Cost (AVCO).
- Standard Cost.

The solution supports stock-takes (both “blind” and with expected stock levels visible) and also stock adjustments. Stock can be manually added into the system or processed automatically from purchase orders, as a result of the automated stock replenishment process. Stock can be issued manually (“over the counter” withdrawals) or issued automatically as goods are dispatched to fulfil a sales order.

7

Hire to Retire – human capital management

With their knowledge and skills, people are the main asset in any public services organization. The Unit4 solution includes a Human Resources (HR) module, which supports the full employee life cycle from being hired through to retirement. It also includes organizational modelling and central planning capabilities. This document focuses on the topics that are important for managing and developing people in a Public Services sector environment.

7.1 Personnel management

7.1.1. Personnel registration

From a personnel perspective, not everybody who works in your organization is a directly paid employee. You may also need to manage contractors and agency staff. The Unit4 solution provides your organization with central resource master files. Resources can be categorized by resource group to determine their employment status and these groupings can be used to include / exclude certain groups from reports and enquiries.

All resources are registered in your HR system. Relevant data such as name details, addresses, next of kin, employment and position, company assets, payroll rates (if applicable), absence rights, and personnel documents can be captured.

Resources have a work schedule, which specifies their standard working pattern / hours. This work schedule is used to create a work calendar, including bank holidays and non-working days. This is used during time recording to check the number of entered hours against the normal hours, and to apply validations such as maximum number of hours per day. It is also useful when workers request absence to calculate the number of hours being deducted from their absence balances.

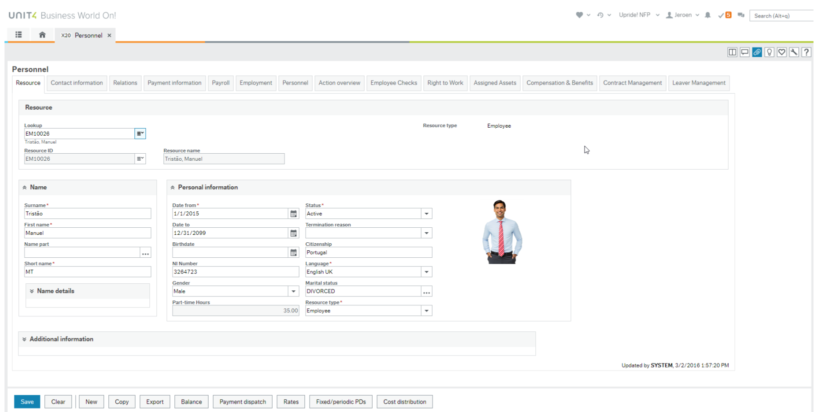


Figure 27: Personnel record for HR employees

One of the key aspects of Unit4's success in the Public Services sector is that our HR/Payroll solution incorporates full support for multi-post employees – managing the situation where the same employee has more than one job, and where those jobs are potentially in different pension schemes and/or sickness schemes.

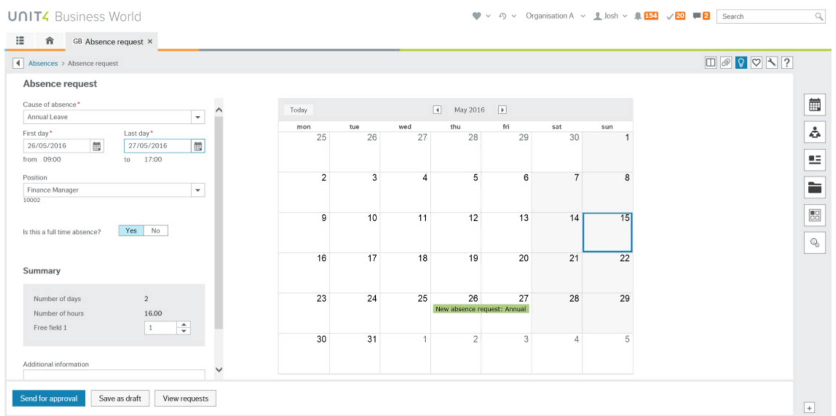


Figure 28: Example of multi-post annual leave request

7.1.2. Organizational modelling

The Unit4 solution provides your organization with the capabilities for personnel management that are tailored specifically for the Public Services sector; capabilities can be used by HR teams, as well as entry screens for MSS (manager self-service) and ESS (employee self-service).

Organizational modelling tools enable you to visualize the organization structure(s) and to model changes at a particular point in time, with an integrated approval process for structure changes and the option of automated update of all associated reports, workflow approvals (change of manager) and data security (which manager can see which cost centers, employees, etc.)

This means that your organization's ERP system is always up to date with the reality of the organization – not several months behind. The integration of organizational modelling with the built-in reporting toolset, and with data security and workflow approval rules delivers massive time savings for systems admin staff. Changes can be made once, and will then ripple through to the rest of the system without lots of manual processing and checking.

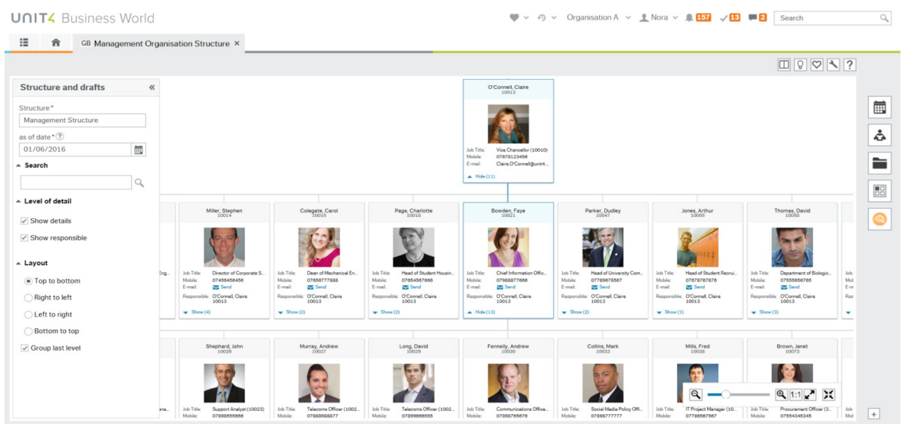


Figure 29: Organizational modelling in the Public Services sector

7.1.3. The Unit4 Me app

The Unit4 Me app is available as a mobile app for employees to check their employee details and amend them, as well as to add absence requests, retrieve absence rights, and seamlessly link with other apps to enter expenses and timesheets.

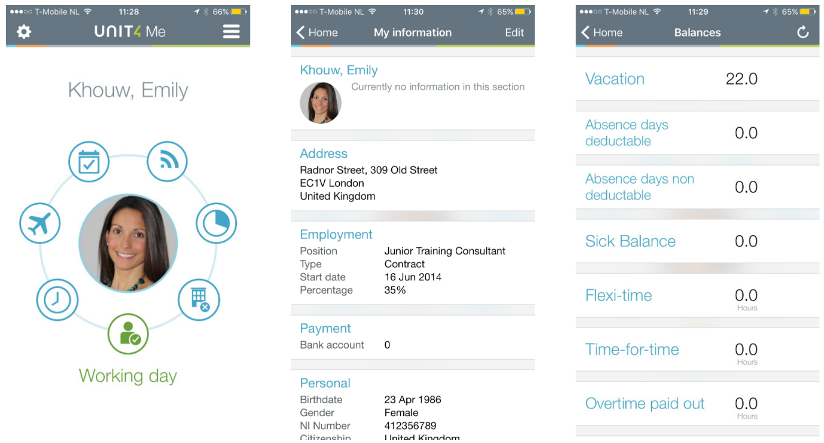


Figure 30: Employee self-service with Unit4 Me app

Other mobile apps support expense entry, task approvals, timesheet entry and asset maintenance.

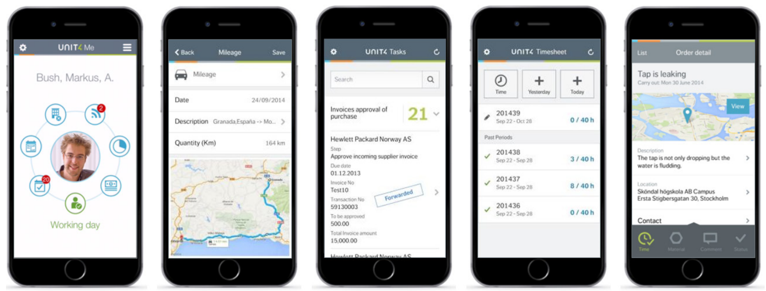


Figure 31: Examples of processes with mobile app support via Unit4 Me

Based on available HR data in our solution, the HR user is able to create and generate HR letters – in Word (if amendments are needed) or PDF (read-only) – using our reporting integration with Microsoft Word.

HR users can create alerts and notifications for a range of events happening in the employee life cycle, from expiration dates on contracts and probations, to notification of birthdays within a manager's team via the IntellAgent tool. Because many HR requests for change come from managers entering either paper based or Word / Excel forms, the solution provides your organization with the capability to create online forms for things like contract changes, address changes, bank account changes and employment changes with automatic update of the HR personnel data after workflow approval.

We link the resource to a position, for example "Health Advisor", to automatically add user access roles to them. The personnel data is used in project and people planning when staffing your projects. Because you want to use the best people for your projects based on availability and skills, you need their expertise and competences as well, which we describe in the next section.

7.1.4. Skills and competences

To deliver services to the public, you need to be able to find the right people with the right skills and competences to execute particular tasks.

The Unit4 solution enables you to register all the competences and skills of your resources (regardless of resource type), which are used in project planning and resource planning. Therefore, all relevant skills and competences are registered against the resource.

Employees can amend their competences in the ESS, followed by a workflow for approval of amended and new competences. These competences can be defined as working experiences, project experience, education, training and courses, languages and software knowledge, as well as soft competences including decision-making and leadership skills.

A requirement analysis across the resource pool allows you to gain insight into the average competence level of your employees, and to see whether appropriate training should be conducted.

Resource utilization functionality is provided, to help you manage your team and make sure they are fully occupied, but nobody is overloaded. No more checking through paper records to work out if it is OK to approve an annual leave request for one of your team.

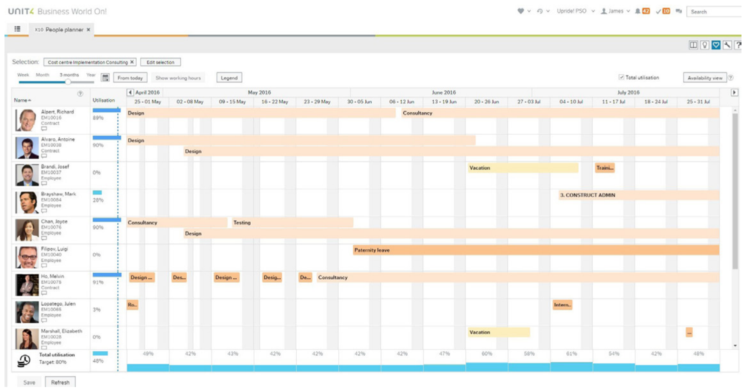


Figure 32: People Planner Gantt displaying resource utilization across a team

7.1.5. Development and training courses

To develop your people, you are able to capture educational and professional development courses on a course calendar in a training administration module. These can be internal or external training courses. The courses are typically linked to a specific competence; once the competence level has been acquired, the resource will show up as available for project assignments requiring that competence.

Employees can sign themselves up for courses that are part of the calendar using ESS with an accompanied approval process, pending compliance with the course prerequisites. You can create and distribute course evaluations, and the creation of certificates based on completed courses is supported.

7.1.6. Appraisals

Talent management and Goals management only work when you have a proper performance review process in place. The Unit4 solution supports your organization in this review and appraisal process, where multiple performance reviews can be created for probations, yearly review and 360 reviews by peers.

The evaluator reviews the employee using multiple-choice questions, open questions and review of competences and goals. Behaviors and evidence are stored per competence to support the evaluator in reviewing and classifying the competences. The full process is supported by workflow.

7.1.7. Communities

With communities, the Unit4 solution enables teams across your organization to create communities to share information, ideas and dates. It is a social page within the Unit4 solution for a group of resources with the same interest, whether this will be their joint project, their position or their department. Online collaboration on projects is supported in this way. The community is automatically added to project team members and displays and captures information regarding project generic details, financials, team members, shared documents, polls, news, and project progress.

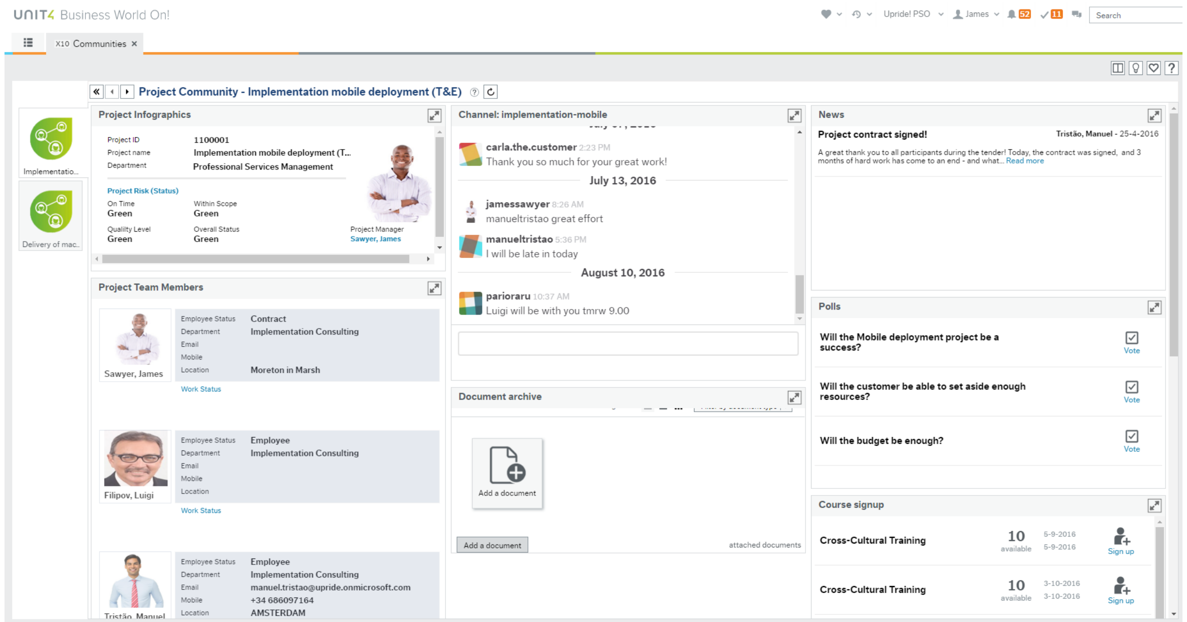


Figure 33: Community collaboration page for a project team

7.2 Payroll

Running a payroll process is accompanied with local and statutory requirements and therefore localized. Unit4 supports payroll processes in a number of countries with localization packages, primarily in most European countries, North America and Australia.

Several of our clients in the Public Services sector are part of the United Nations organization. They have implemented the UN payroll process in their organization, which is a generic setup across the globe, without local statutory and legal requirements.

8

Asset and work management

Public services organizations need robust plans to ensure that their infrastructure assets such as land, buildings, vehicles and other equipment, including IT equipment, are of sufficient quantity and quality to meet demand for front-line services from the populations that they serve.

They also need to enhance their operations through scheduled rather than reactive maintenance and ensure assets are safe, reliable and available.

8.1 Fixed assets

Creating and maintaining fixed assets is often seen as a secondary process in many public services organizations. The reason is that fixed assets often require long-term financing (and thus a long-term liability on the balance sheet). Most organizations want to match the structure of the balance sheet with the nature of the business (fairly short term), and are therefore hesitant to make longer-term investments in fixed assets. Consequently, many assets are financed using operating leases, leading to recurring costs, and there is only limited attention to asset planning in the organization.

Fixed assets can be created manually, but in most cases the process is automatically initiated at the time of receipt of Capex-related invoices for properties, furniture and equipment, or by deliverables from investment projects that must be capitalized. Another scenario is where you receive in-kind gifts for equipment that you can capitalize.

Your organization gets an automatic capitalization and depreciation process and posting based on multiple alternative depreciation methods (e.g. linear depreciation), offering multiple depreciation plans for instance for fiscal and commercial depreciation. Special asset transactions, such as revaluation, reclassification, regrouping, sales, disposal and extra depreciations are supported. A more detailed description of these specific possibilities is outside the scope of this document.

8.2 Capital planning and delivery

Manage projects from conception and submission through to approval, prioritization, optimization and funding.

- Centralize project submission and approval processes.
- Define asset class prioritization criteria and weightings, and use best-practice modelling techniques.
- Prioritize modelled programs and automatically fund approved strategies.
- Manage project costs, budgets, forecasts, contracts, progress, scheduling, commitments, risks and issues centrally.
- Ensure compliance with organizational delivery frameworks and policies.
- Leverage best practice methodologies e.g. PRINCE2, PMBOK, MoP, etc.

Your organization gets full support for integrated project planning – no need for external tools such as Microsoft Project. Create the project plan, and resource it, using the skills, languages and competence information held against employees in their HR records.

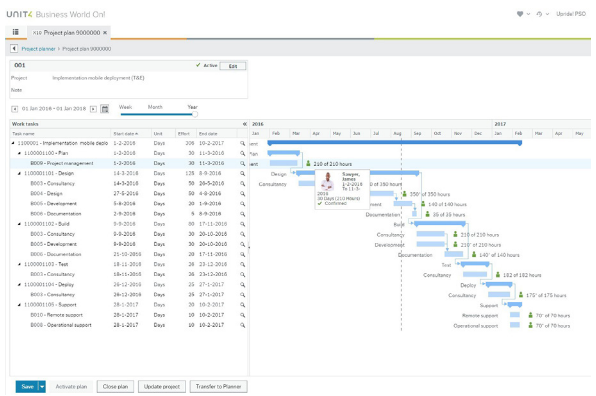


Figure 34: Project plan with full Work Break-down Structure (WBS)

8.3 Asset maintenance in the field

Public services organizations need to:

- Maintain a single asset register for all assets.
- Optimize replacement through service-centric prediction modelling.
- Plan and conduct preventative and corrective maintenance including inspections and condition surveys.
- Allow operatives to record and update details on asset condition, and to record time spent and materials used on mobile devices with purpose-built mobile applications.

Integrated mapping allows managers to access details of assets under maintenance.

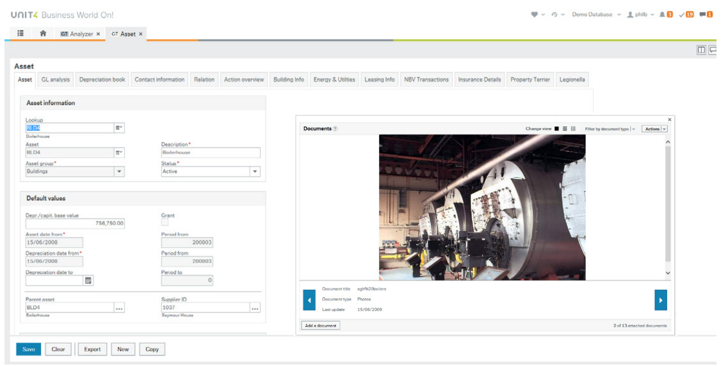


Figure 36: Asset record provides detailed asset information

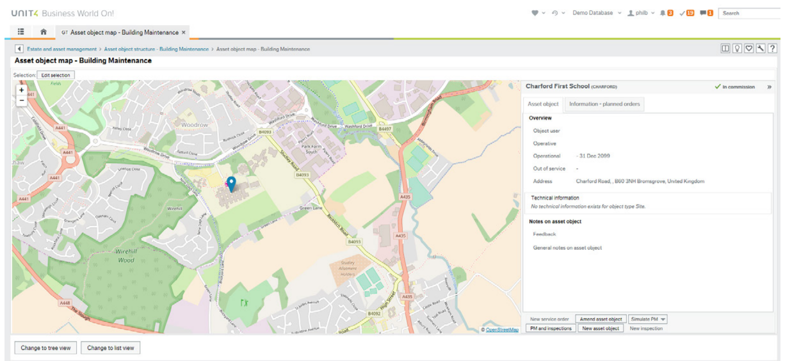


Figure 35: Asset object map

Mobile applications enable field workers to locate work, and record time and materials spent on inspections / repairs.

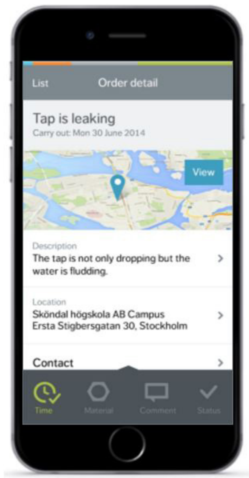


Figure 37: Mobile app support for Asset Maintenance

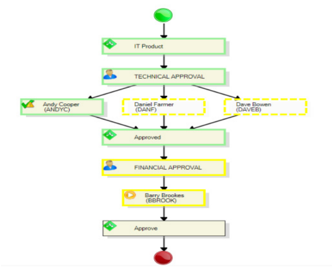
9

Common functionality across all modules

9.1 Workflow – process compliance

Optimize processes to comply with regulatory and audit requirements.

- Automate processes and provide workflow alerts to managers and inspectors.
- Complete authorizations and approvals wherever you are with self-service and mobile task lists.
- Track, remind and escalate compliance activities before they become overdue.
- Provide full auditability of the approval process – who did what, and when.



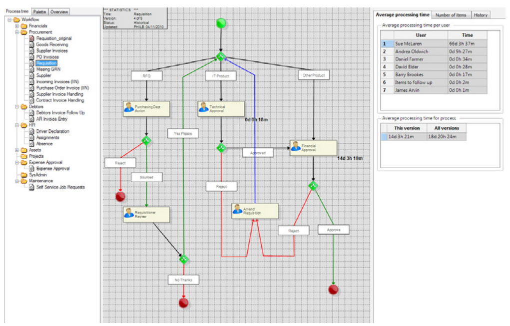


Figure 38: Examples of workflow automation and approval processes

9.2 Documents and records management

Store, use and manage information from a central repository:

- Capture document information from any device in the office and field.
- Centralize storage of all business documents.
- Make document available to all staff requiring access, subject to security controls

10
Roles in a public services organization

10.1 Role setup and menu access

The Unit4 ERP solution is delivered with a set of preconfigured roles. These roles determine user access to capabilities and business processes. They are fully configurable and are maintained by your System Administrator. When creating a new employee, you simply assign the employee to a position which has a number of roles connected. The employee will gain access to the capabilities specified for the role, including a predefined menu that reflects the access to functionality and processes. This is illustrated below. The roles are linked to authorized menu items with “read”, “create”, “update” and “delete” access rights.

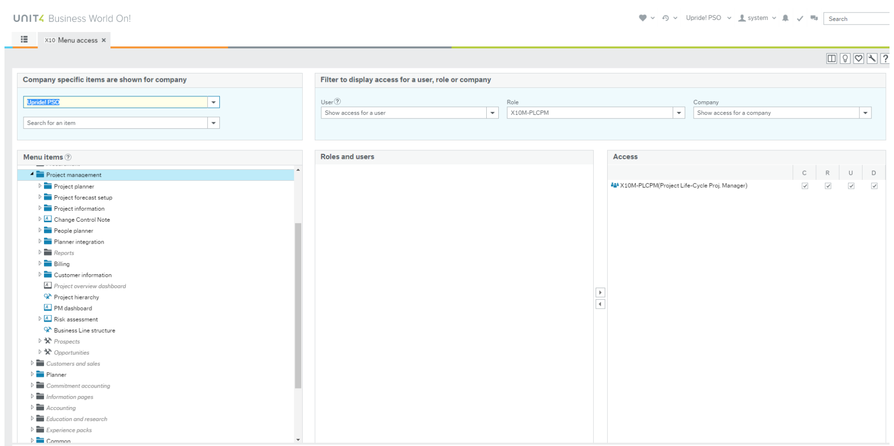


Figure 39: Menu structure varies by role; example based on a Project Manager role

Not all roles may be relevant for all organizations. Roles can be removed and/or added as part of the implementation.

10.2 Tasks and alerts

The access of the role also determines Workflow Task management, Document Archive and Alerts, which are set up on various processes and events in the solution. A Workflow Task is a formal approval with audit trail on transactions and master data/amendments such as approval of a timesheet. An Alert is a notification/warning for a responsible user because several timesheets have not been submitted – or a list of projects with budget overruns, and so on. The Tasks and Alerts are automatically displayed, eliminating the need for manual searches in the system, and having the benefit of letting the system monitor exceptions proactively for you as a user.

10.3 Data access setup

In addition to role-based access, which provides the user with a tailored menu, the Unit4 solution also enables configuration of access levels by delimiting which data the user can access. For instance, the access level might only allow people to see and access data for certain departments, employees or set of projects.

10.4 Typical standard roles

The user roles in the Unit4 solution are stacked, which means that every user will have the “Employee” role by default. Other roles are added to this.

Role in Unit4 solution	Description	Responsibilities
Manager	A user assigned to this role is a member of a management team in the company. The user is responsible for the daily management of a company or business line within the company. The Manager may not be among the most frequent users as he/she may primarily use it for creating reports, doing ad hoc analysis and getting an overview of how the business is running in his/her responsible organizational unit(s) in the company.	1. The Manager is responsible for the full I&E of the organizational unit(s) 2. Therefore, the Manager is fully able to: • Run reports about the organizational unit at P&L level to compare budgeted and actual figures. • Run manager reports showing customer profitability, project profitability and employee utilization at his/her responsibility level.

Role in Unit4 solution	Description	Responsibilities
Team Leader	The Team Leader is the person whom the employees see as their daily manager in relation to personnel requests. The Team Leader takes care of assigning resources to non-project related tasks and approves project-related tasks in the company. He/she is responsible for the daily management of the department. The Team Leader uses the system report progress and to approve time and expense sheets for the employees in his/her department which are not project-based.	1. The Team Leader runs the department on a daily basis with full responsibility of the department’s I&E. Furthermore, it is the Team Leader’s responsibility to manage the employees in the department and also, in some cases, serves as Project Manager on certain (internal) projects. The Team Leader is also responsible for monthly reporting to the Finance Department. 2. Therefore, the Team Leader has access to: • Approve timesheets for the employees in his/her department. • Run Team Leader overview reports as well as customer and project reports for the projects in the department. • Approve timesheets, expense claims, payment proposals and purchases on the projects for which he/she is responsible. • Manage the cost center – in terms of creating projects, budgets, planning and progress. • Manage resource plans.

Role in Unit4 solution	Description	Responsibilities
Project Manager	The person managing given projects on a daily basis. A Project Manager may be responsible for one or more projects within the company. The project is handed over to the Project Manager from initiation to evaluation. During the project, the Project Manager creates project budget and project planning, attends project meetings with stakeholders, and attends internal meetings with the project team and controls project costs, as well as the employees assigned to the project. He/she also approves project-based transactions on projects such as timesheets, payment proposals and expenses.	1. The Project Manager is responsible for delivering the project on time in the right quality and at the right price. 2. Therefore, the Project Manager can: • Approve timesheets, expense claims and purchases on the projects for which he/she is responsible. • Create projects. • Create budgets and submit them for approval. • Plan the project. • Determine the progress of the projects for which he/she is responsible. • Evaluate fixed-price projects. • Run Project Manager reports for his/her projects.
Employee	The Employee uses the system to register his/her time and expenses and to create purchase requisitions. The Employee also uses the system to run reports on his/her own realized time and expenses.	1. The Employee submits his/her timesheet and expense claims in accordance with company policy using the Mobile Unit4 Me app. 2. Therefore, the Employee can: • Create and submit time and expense sheets and can create purchase requisitions. • Run employee reports showing timesheet details and employee utilization. • View his/her assignments on projects. • Enter and enquire information from his/her (project) communities.
Human Resources Advisor	The HR Advisor uses the system to enter and amend personnel information about the employees in the company and is responsible for the wellbeing of the employees from a HR perspective. The HR Advisor uses the system to run reports on number of employees, competence information, training needs and organization structure.	1. The HR Advisor must enter and amend personnel information, competences, training and courses and start the appraisal process 2. Therefore, the HR Advisor can: • Create and amend personnel details. • Create and amend skills and competences, training information and work schedules. • Start appraisal process and salary review process. • Report on headcount, competences, training needs and organizational structure.

Table 5: Key roles in the Unit4 solution for the Public Services sector

11
Public Services Value Accelerator

What makes Unit4's Value Accelerator approach a good fit for Public Services?

- The customer is trying to achieve certain business outcomes with the implementation of the Unit4 ERP solution.
- It's important for the customer to achieve value in the shortest possible time.
- This value sits in reaching the outcomes, not in the detail of the functionality.
- Traditional projects are focused on meeting 100% of the functional requirements and tailoring the solution to the customer-specific requirements; The Value Accelerator approach is focused on delivering business standards that help reach business outcomes and provide high value in a short period of time.

The difference

Traditional implementation

- Implementations can take up to 1.5 years
- Upon go-live there is a 100% match with customer-specific requirements
- 100% value achieved. But it takes a long time to get there

Value Accelerator

- Implementations can take between 4-6 months
- Upon go-live that best-practice setup will already cover a minimum of 80% of the customer business outcomes
- Customers can start to get value very quickly from the moment they go live
- After the go-live the solution can evolve to cover 100% of the business outcomes
- As the solution evolves, value is already being realized!

Table 6: The key differences between a traditional implementation approach and Unit4's Value Accelerator.

The solution we call the Value Accelerator framework is delivered with preconfigured processes and steps. It is our best-practice approach for public services organizations to implement the Unit4 solution, based on a set of pre-defined, best-practice process descriptions, setup documents, check lists, user guides, test scripts and data migration tools.

In Public Services organizations, requirements can vary significantly from one country to another, so Unit4 has developed a global Value Accelerator framework, which is adapted by our teams in each country to suit local requirements. Please contact your local Unit4 office for more details on availability and content.

So, which processes are typically in scope?

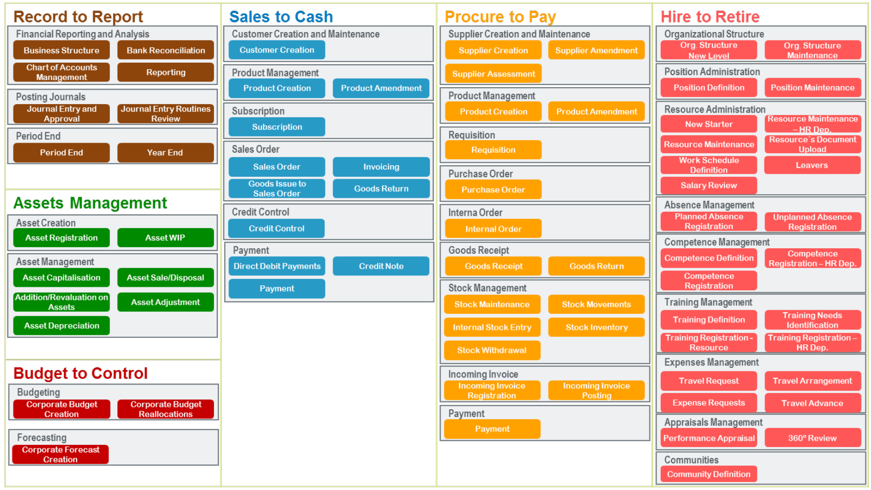


Figure 40: Global value accelerator framework for Public Services. Framework is adapted by local teams to meet specific country requirements.

12
Configuration and customization

12.1 The Value Accelerator framework

The Value Accelerator framework is our best-practice approach for public services organizations to implement the Unit4 solution, based on a set of pre-defined best-practice process descriptions, setup documents, check lists, user guides, test scripts and data migration tools.

12.2 Configuration

If the best-practice processes and steps deviate in your organization, customer-specific configuration on a functional level can be handled to support your unique processes. This applies to additional user-defined fields on master data, new digital forms, additional workflow steps or alternative routing of workflow approvals, additional reports and adjustment of standard enquiries, reports and layouts. You can determine configuration for what is needed to get your solution up and running with your data and adjustments, within the available fields and capabilities of the Unit4 ERP solution.

12.3 Handling business change

The Unit4 ERP solution is built on the elastic Unit4 People Platform and can cope with changes during, and more importantly also after, implementation. This post-implementation agility means that you are able to change workflow processes, reports, report structures and hierarchies, add master data records and their relations and user-defined fields after go-live. This allows you to react to changes on an organizational level, business level, statutory and legal level and on a reporting and information need level. The solution holds the changes historically, in order to report using an effective date. Any of these business changes after go-live can be executed by your System Administrator at a functional level.

12.4 Customization

In addition to the standard configuration described above, more advanced customization capabilities are available. Customization is used when the setup or layout changes cannot be adjusted to meet the unique requirements of your organization. Bespoke implementation, on the other hand, involves changes to the capabilities and screens that are not part of the Unit4 solution's standard functionality. As it is difficult to provide an exhaustive list of customization and bespoke options, some examples are listed below:

- Development of new screens or major adjustments to existing screens that include new validations and calculations, or provide input data fields beyond the scope of the standard solution.
- Customized integrations to any third-party solution, using web services or batch files.
- Customized reports beyond the scope of the standard solution.
- Additional lay-outs beyond the scope of the standard solution.

Whenever work is scoped as customization or bespoke in your implementation, it is subject to additional effort, which will typically be described in the Statement of Work for your implementation

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List of figures and tables

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We hope you've found this e-book on driving excellence in public services organizations interesting and useful.

If you'd like to find out more about how Unit4's solutions can help you achieve your goals, visit www.unit4.com/sectors/public-services or email us at info.group@unit4.com

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