



Innovations for Higher Productivity Sugar Fund Tech

Digitalization Of Human Resource Functions







Prithi Ram

Human Resource Executive Project Role: Tester/Trainer/Imple menter

TEAM MEMBERS Sugar Fund Tech

Sheetal Shalini

Manager Information Technology Project Role: Team Leader/Implementer Sarvesh Sagar

Loan Officer Project Role: Tester IT Support Officer Project Role: Functionality Tester

Salanieta Nalotawa

CODE OF CONDUCT

Anald Sharma

Loan Settlement

Officer

Project Role: Tester



ABOUT SUGAR CANE GROWERS FUND

After World War II – need to rehabilitate farms , machines (SCGF) originated in **1946** need for commonwealth sugar exporting countries including Fiji and the United Kingdom to establish and set aside reserve funds. Prices sugar being high – stg \$19- \$31

Vision

To be the premier and sustainable financial service provider for Fiji's sugar cane growers. From1947 up to the 31st December,1959, stg. 2, 597, 210- contributed to general account- 56.5% to the Growers' and 43.5% Millers general account- until 17th April 1959. Millers took their shares Fund as Capital Fund for

farming needs

Later, Sugar Cane Growers Fund Authority (Fund) was established by Act No. 9 of 1984 enacted by the Parliament of Fiji on 26 July 1984. All monies and Assets of the Sugar Cane Price Support Fund were transferred to the Sugar Cane Growers Fund.

The name changed to Sugar Cane Growers Fund by amendment Act **12 of 1996 and it** decentralised on 2nd Jan 1997. Head Office SCGF a corporate body of the Government registered Head Office in Drasa Avenue, Lautoka,

District Offices: Lautoka, Nadi, Ba, Tavua, Rakiraki, Labasa and Seaqaqa and weekly agency services to Sigatoka;

Values

- **Growth-For all stakeholders of SCGF**
- 2. Responsible- in all our dealings across
- **3.** Resilient-be there in good times and bad times
- 4. Opportunity-for all stakeholders but prudently
- Willingness-listen, help with compassion
- **6.** Empathy-for all stakeholders
- 7. **R**esponsive-with dedication and commitment
- 8. Sustainable-for its longevity
- **9.** Innovations-think inside and outside of the box and
- **10** Integrity-highest level of integrity and honesty

Mission

- 1. Provide very high quality, fair and affordable financial services to all cane growers of Fiji;
- 2. Be ethical and honest in all our dealings;
- 3. Enhance livelihood of all that we serve; cane growers;
- 4. Be sustainable and contribute in transformation of the industry, and
- 5. Be part of the prosperity journey for all the cane growers



PROJECT NAME



"Digitalization Of Human Resource Functions"







METHOD

PDCA-is an iterative design and management method used for the control and continual improvement of processes and products



Plan

- 1. Team Formation and Meeting
- 2. Planning
- **3. Project Selection**
- 4. Problem Identification
- 5. Problem Analysis
- 6. Data collection & Analysis

Action

Learning outcome
 Future Project
 Corporate Social Responsibility



Do

- 1. Implement Solution
- 2. Stakeholder Engagement



 Result Evaluation
 Impact on Productivity and Sustainability
 Trends/Benchmark Comparison
 Tangible and Intangible results



















Fiji

BUSINESS

AWARDS

EXCELLENCE

PROJECT OVERVIEW

Process Improvement

Aligned to Goals

Organizational Goal

Automation & Digitalization of Processes

Organizational Capacity, Technology, Channel & Digitalization, Optimize Processes, Products, Policies, Community & Environment, Improve Earnings & Cost Containment

Sustainable Development Goals

<u>7-</u>Affordable and Clean Energy, 13-Climate Action

Improve Productivity & Efficiency

- Reduce Cost
- Reduce Paper Usage
- Save Time
- Accessibility
- Transparency/Security



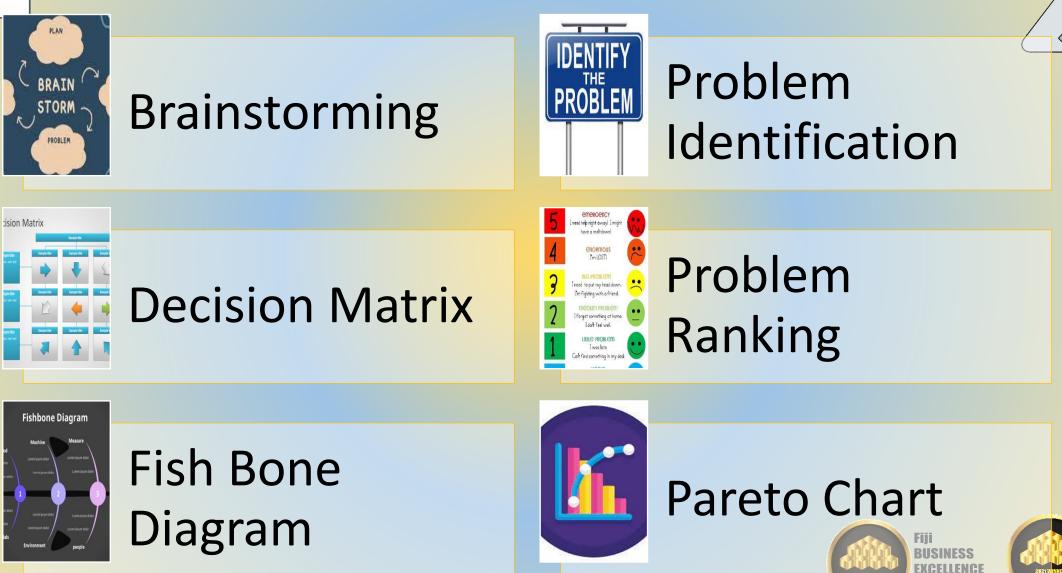
TOOLS & TECHNIQUES USED



Fiji BUSINESS

EXCELLENCE

awards





PROJECT TIMELINE



Fili

BUSINESS

AWARDS

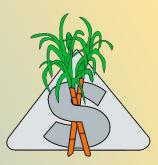
EXCELLENCE







BRAINSTORMING





Team Identifying issues to resolve.





PROBLEM IDENTIFICATION





Lack of Sales Marketing

Manual Processes for HR Functions- Duplication

2

3

4

5

6

High Paper Usage

Limited Training for staff

Lack Of Team Bonding Activity

Low Registration of Growers on Mobile App



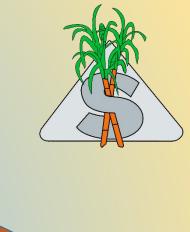




DECISION MATRIX

Each Team Member Gave Points to the Identified **Problems on Factors: Urgency** to Resolve, Add Value to users/organization al goal, Increase Efficiency and Improve **Productivity**





Highest -5 Lowest -1

BUSINESS

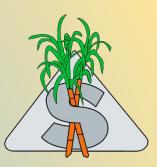
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EXCELLENCE

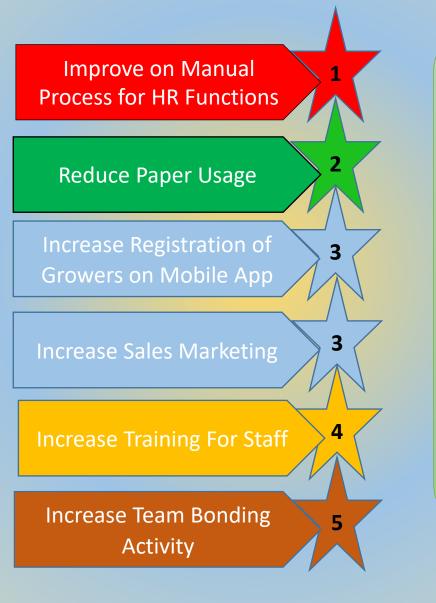
Fiji BUSINESS EXCELLENCE AWARDS



PROBLEM RANKING



Problems Ranked As Per Scores By The Team



Team identified "Improvement on Manual **Process for HR** Functions" as the project. This was also one of the KPI & part of **CEO work plan** after completion of ICT project.







TARGET SETTING



Specific Clearly State your Goal

Measurable Ensure you can Measure Success

A

Attainable Set Goals you know you can Achieve

Relevant Set Goals Relevant to your Career or Education

Time-Based Set a Deadline for Completion 100% automation of HR/Payroll processes

90% reduction in paper usage for HR functions

Improve Data Integrity issues/Accountability/Transparency

Eliminate duplicate processes/Data

• Implement Security







CUSTOMERS

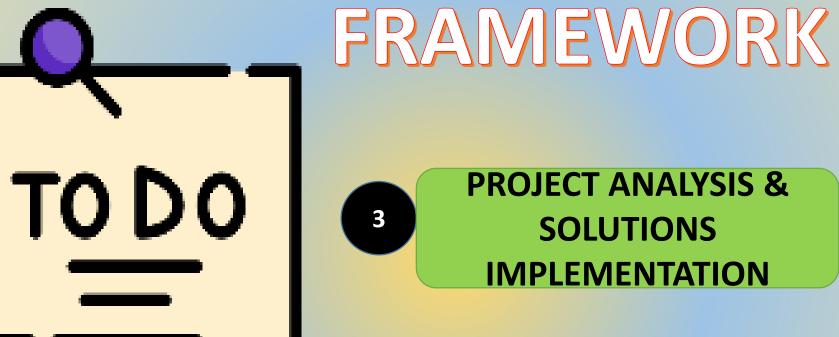


- We have kept both our internal (Staff) & External customers while analyzing the problems as well as defining solutions for implementation.
- Our internal customers have adopted well to the system change process which is implementation of the new HR/Payroll system for managing Human Resource Functions.
- Our External Customers- New recruits now have access to apply for jobs using the recruitment portal which will assist applicants and hiring managers to screen job more efficient, cost effective, tracking of application is easier.
- Our team's main objective was to implement a practical solution that would meet our staff's needs and expectation as well minimize cost for the organization.















PROBLEM STATEMENT



Manual & Duplication of Processes for HR functions leads to High paper usage/Inefficiency/lack of Transparency, Security and Data Integrity



FISH BONE DIAGRAM



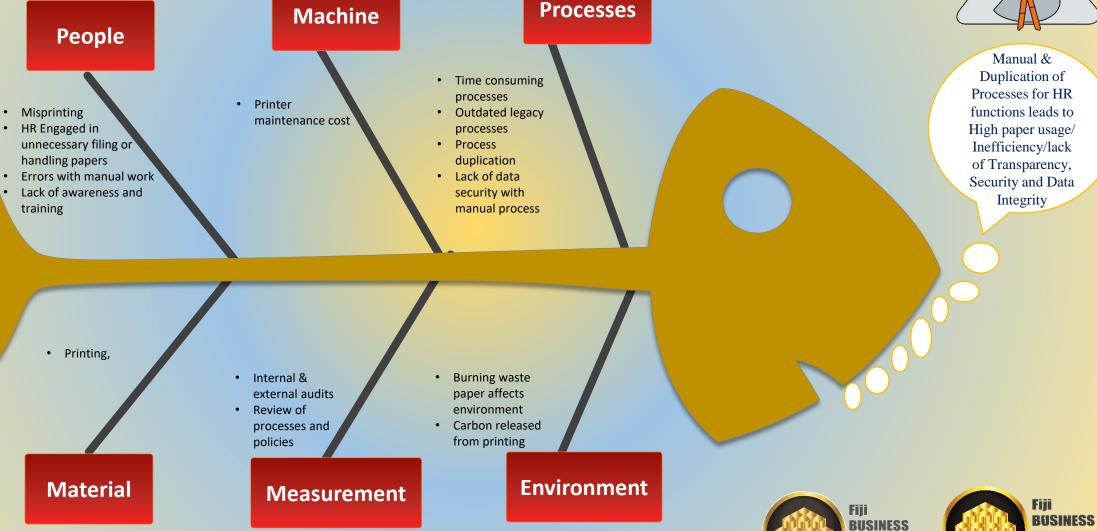


EXCELLENCE

AWARDS

EXCELLENCE

AWARDS



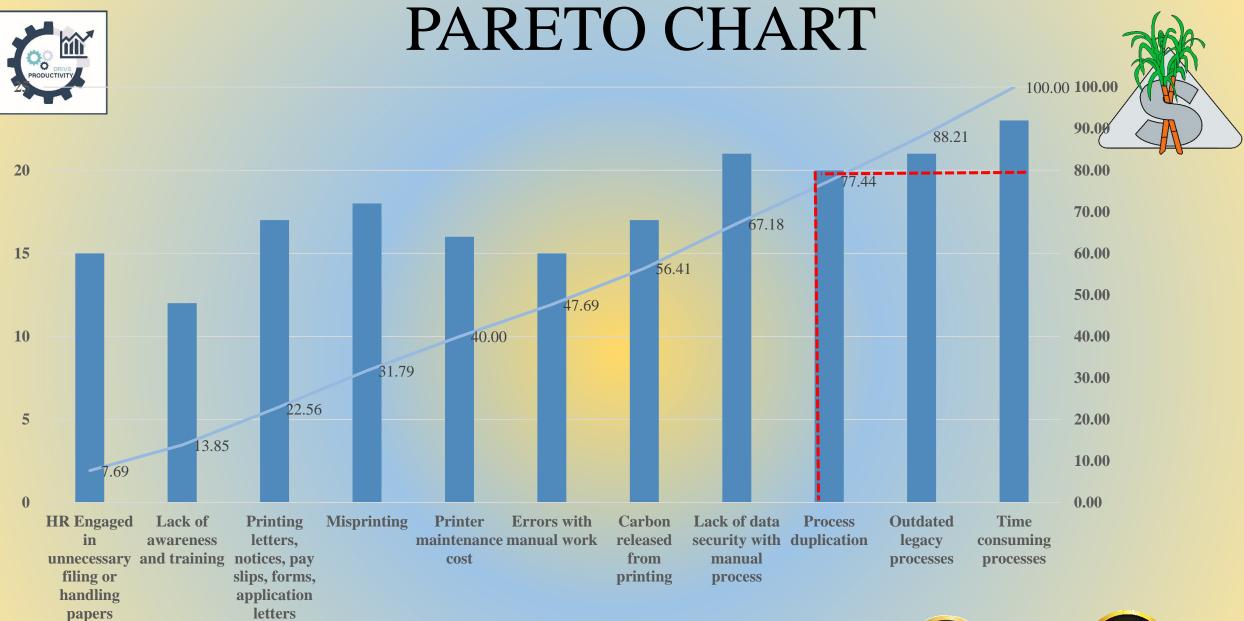


CHECK SHEET



Fiji BUSINESS EXCELLENCE AWARDS

Identified Root Cause	Sheetal	Prithi	Anald	Sarvesh	Salanieta	Total	%of Total	Cumulative %
HR Engaged in unnecessary filing or handling papers	4	3	3	3	2	15	7.69	7.69
Lack of awareness and training	2	3	2	3	2	12	6.15	13.85
Printing letters, notices, pay slips, forms, application letters	4	4	3	3	3	17	8.72	22.56
Misprinting	4	5	3	3	3	18	9.23	31.79
Printer maintenance cost	3	4	3	3	3	16	8.21	40.00
Errors with manual work	4	4	2	3	2	15	7.69	47.69
Carbon released from printing	3	4	3	4	3	17	8.72	56.41
Lack of data security with manual process	5	5	4	3	4	21	10.77	67.18
Process duplication	4	5	4	3	4	20	10.26	77.44
Outdated legacy processes	5	4	5	4	3	21	10.77	88.21
Time consuming processes	5	5	4	5	4	23	11.79	100.00
						195	100	







Total — Cumulative %



SOLUTION ANALYSIS



No	Identified Solution			Factors					
			Cost.	Timeframe	Availability of Resources	Impact on Productivity/Efficiency/ Sustainability/Organizat ional goals		Fi	
		Weight	5	5	5	5			
1	Streamline Manual Process- Remove time-consuming tasks		4(20)	2(10)	3(15)	1(5)	50	•	
2	Implement HR System separate from payroll		3(15)	3(15)	4(20)	3(15)	65		
3	Implement HR/Payroll Solution and Integrate with Financial System		3(15)	3(15)	4(20)	5(25)	75		
4	Design solution in Ms Excel(Forms)		4(20)	2(10)	3(15)	2(10)	55		

Factors to Consider:

• Cost

BUSINESS

AWARDS

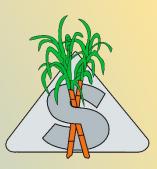
EXCELLENCE

- Timeframe
- Resources
 - Impact on Productivity, Efficiency, Sustainability, Organizational Goals





SOLUTION IMPLEMENTATION



Fiji

BUSINESS

AWARDS

EXCELLENCE

Tender **Process** Vendor Presentation Vendor Engagement

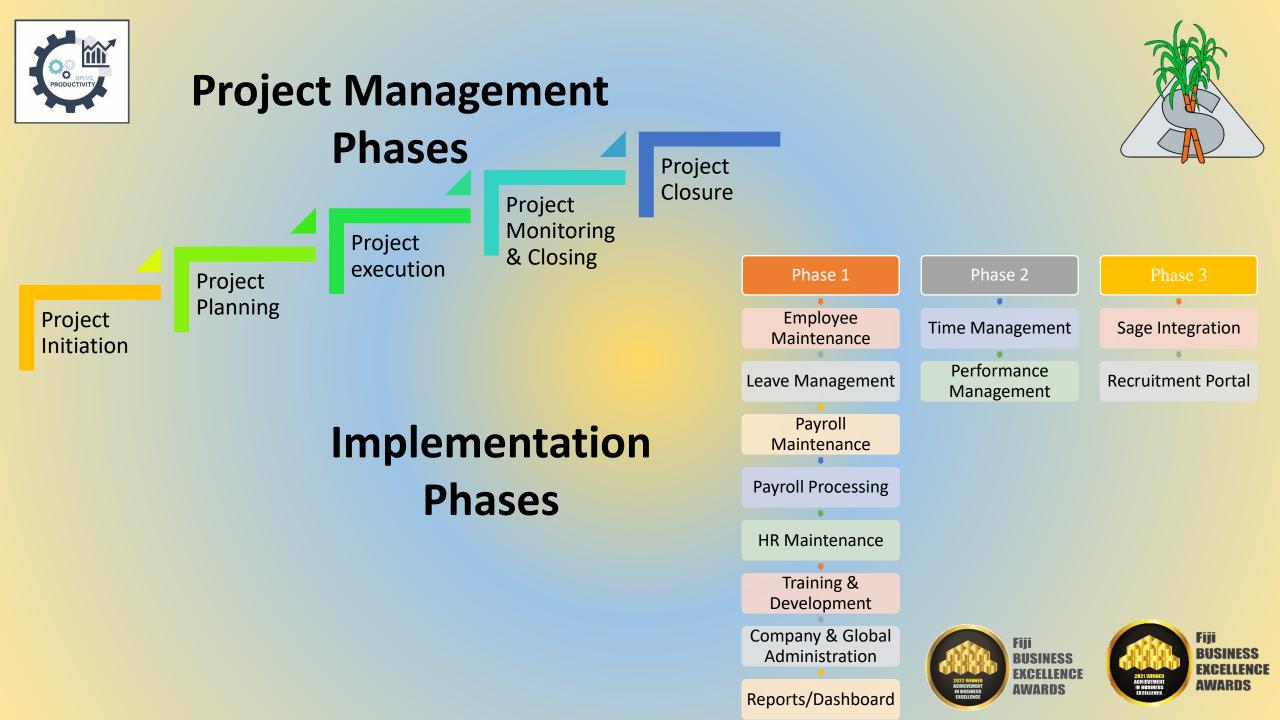
Vendors to submit their bid

Vendors Invited to present their solution.

• Following factors considered : Business Requirement, System Maturity, Functionality, Technical Support, Commercial, Timeline

 Edge Business Solution engaged to implement Link Soft Software

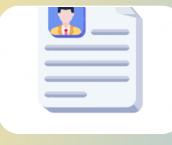


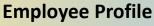


SYSTEM FUNCTIONALITY

B

CONTRIBUTION







Health & Safety



Leave Management



Performance Management



Training & Development



Attendance Management



Business Intelligence

Integration



AYROLL SYSTEM

Payroll Processing

ति

Company **Administration**



ALLOWANCE

P

THER DEDUCTION

Payroll & HR Maintenance

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Induction & Probation



Recruitment



Asset Management

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ADMINISTRATION

Global

Administration

Sugar Cane Growers Fund - LinkSOFT Portal

Welcome Sheetal ! [Log Out] Licencee: Sugar Cane Growers Fund Powered by Link Technologies - Australia. 14.70.0426.GA

Home My Account Reports Notes / Journal Change Company Log Out Help -Vacancy Applications Change Password Wacancy Management Employee Profile Every user should change their password and add a "Security Question" and "Answer". The "Security Question" and "Answer" is used to validate the user at "Password Recovery". Leave Management You can change your password by selecting "Change Password" from the menu. Follow the instructions on the "Change Password" form. Keep in mind that the Time Management "Password" and "Question-Answer" are case-sensitive. Payroll Processing Basic Tips on Using the Portal Payroll & HR Maintenance The menus listed on the side panel are the menu items your administrator has allowed you to use. You can navigate through the menu items using the side panel. You Induction & Probation can search for a menu item using the "Search for menu items" panel. If you cannot find the menu item, ask your Administrator to give you access. Health & Safety Reports allow you to view data based on filters. Reports can be accessed from the menu "Business Intelligence ~> Reports". When the report is selected, the list of filters will appear below the selected report. Select your filters and select the option to "View" the report. Performance Management Support Training & Development Our online helpdesk allows our customers to log their issues as well as review the status of their calls and search our extensive knowledge base for answers to common Asset Management questions. Our Online help file can be accessed through this link. You can also email support at Support@LinkTechnologies.com.au Helpdesk Office hours are Monday to Friday, 8 AM to 5 PM except on public holidays. Helpdesk Maintenance You can search our internal call logs at this link. Business Intelligence Integration Company Administration Global Administration

Sugar Cane Growers Fund - LinkSOFT Portal Licencee: Sugar Cane Grovers Fund Povered by Link Technologies - Australia, 14.70.0426.6A Home My Account Reports Notes / Journal Change Company Log Out Help 🔻 Calendar Selection Par Recruitment Time Zone: Employee: All Employees: Refresh (UTC+12:00) Fiji 🔹 Anald Robindra Sharma [👻 📈 Employee Profile Legend: Planned = Pink, Applied = Blue, Approved = Green, Taken = Orange Leave Management S Leave Allocation (1) (b) September - October 2023 + Work Week Week Month Timeline Agenda Day Monday Saturday Sunday S Leave Balance Tuesday Wednesday Thursday Friday 25 September 26 27 28 29 30 1 October E Leave Applications Litiana Rawei (Annual Leave - Approved) To 4 Oct 🔿 🛄 Leave Calendar Leave Approvals 🔝 Leave Adjustments 🔁 Leave Transactions 3 6 8 + From 25 Sep Litiana Rawei (Annual Leave - Approved) Litiana Rawei (Annual Leave - Approved) To 9 Oct 👄 📊 Leave Analysis 🅗 Sarvesh Prasad Vidya Sagar (Annual 🚯 Sarvesh Prasad Vidya Sagar (Annual Leave - Approved To 9 Oct 🔿 😼 Process Leave Leave - Approved Recess End of Month 🐻 Leave Codes 10 11 12 13 14 15 Time Management To 18 Oct 🕈 Sarvesh Prasad Vidya Sagar (Annual Leave - Approved) Payroll Processing Payroll & HR Maintenance Show more Show more < > 17 20 21 22 16 18 19 + From 11 Oct Sarvesh Prasad Vidya Sagar (Annual Leave -Sarvesh Prasad Vidya Sagar (Annual Leave - Approved) To 24 Oct 🔿 Approved) Show more 23 24 25 + From 19 Oct Sarvesh Prasad Vidya Sagar (Annual Leave - Approved

Welcome Sheetal ! [Log Out]

Sugar Cane Grov	wers Fund - LinkSOFT Portal	Welcome Sheetal I [Log_Out] Liences Buger Care Grovers Purch Provide R Aukh Tschoulester, Australia, 14:79,0426-58	User: e014 Role Company Workflow		User: e014 Role Company Workflow	v
Home My Account Reports	Notes / Journal Change Company Log Out Help 🔻		Maintain user roles		Enter text to search	
Search for menu items	General Personal Tax Service Pay Details Notes and Attachments	Dashboard for user: Sheetal				
Recruitment ~	Contact Information		Available Roles:	User is in these roles:	Drag a column header here to group by that co	lumn
Employee Profile ^	Employee	t Employee Reviews	Administrator	All Users	# Workflow Name	♥ Workflow ♥
🔊 Employee Maintenance	Sheetal Shalini [E005] -	Enter text to search	Helpdesk User	Employee Self Serve	Leave Management	Leave Approval_Lending
& Employee Profile	Email	Drag a column header here to group by that column	Payroll & HR Admin		Pay Processing Approval	
🗐 Employee Pay Setup	sheetal@scgf.com.fj Phone Home:	Review Date	Payroll Authorozation Officer		Performance Management	PMS Approval Workflow_Lending
🍷 Achievements		No data to display	Performance Appraisal-CEO 1		Purchase Order Approver	The Approval Workhow_centung
🐁 Career Preference	Phone Office:		Performance Appraisal-CEO 2		Purchase Critici Approver Purchase Request Approver	
🎉 Curricular Activities	9987793	ta Contract Expiry	Performance Appraisal-Managers		Time Management	
🏧 Dependants	Phone Mobile:	소금 Exit Response	System Administrator		r 🖉 Time Management	
(5) Discipline	9976522	±∃ My Pay Details	System Administrator			
📩 Exit Maintenance	C Residential Address	t∃ My Tasks				
🤍 Experience	Address 1:					
🛃 Issuable Items	Address 2:					
Att License	Address 3:					
Meeting Calendar	City:* Lautoka, Fiji •					
🔁 Meetings	Postcode:					
4 Membership	Postal Address					
< · · · · · · · · · · · · · · · · · · ·	Address 1:					
	Address 2:		Add selected role to user	Remove selected role from user		
	Address 3:		Add selected role to user	Remove selected role from user		
	Emergency Contact		Delete Selected Role			
	Name Sharmila Roshan					
	Phone 9525686		- New Role			
	Commands		There is a new set a base	Create role		
	Update		Type in a new role here	Create role		



TANGIBLE RESULTS /VALUE CLARITY



FIJI BUSINESS

FXCELLENCE

Value Added From Solution Implementation	Tangible Results
Reduction in paper usage	
Staff Productivity Improved	Around 7,874 paper Reduced
Productivity Improved for HR	Albund 7,874 paper Reduced
Cost Saving on toner, paper	Approx. \$21,354.03 saved per
Time saving doing manual process	year(paper, toner and HR costs)





STAKEHOLDER ENGAGEMENT













Board Paper Reporting

Conducting Training/

User Acceptance Testing

Meetings With Vendor







Check

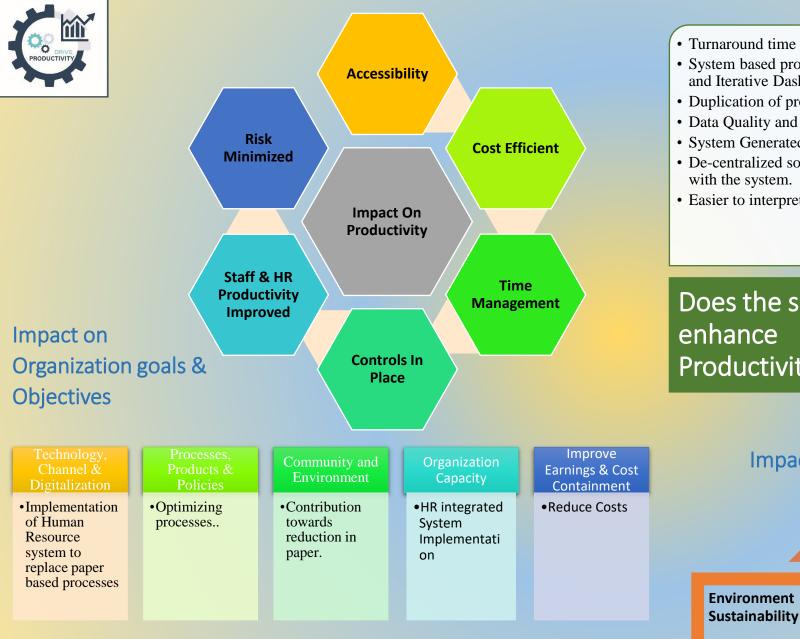


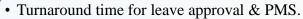






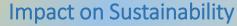




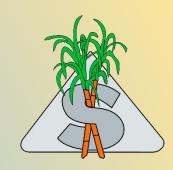


- System based processes produced quality reports and Iterative Dashboards.
- Duplication of processes have been eliminated
- Data Quality and Integrity has improved.
- System Generated Logs available for Audit
- De-centralized solution allows all users to interact with the system.
- Easier to interpret data to information.

Does the solution enhance Productivity /Quality







PRODUCTIVITY MEASUREMENT

HR & Payroll Processes	Before	Time	After System Implementation	Time
Leave Management	 Procedures for Leave Application: Leave application was done manually on forms For example, staffs working at Districts, after filling the application forms and then form was submitted to Line Officers/Managers. From Line Officers forms was submitted to Managers or CEO for approvals After approvals then forms were submitted to HR for filing records and updates of outstanding balances. 	Almost a day was taken for leave approvals	 Now all processes are done online for following Leave Allocation Entitlements Employees Leave Balances Leave Applications Leave Calendar Leave Approvals 	Est time of approval is 30 mins
Performance Management	 Procedures for Manual PMS: PMS was done manually on 4 pages of document For example, staffs working at Districts, after filling the document and then document was submitted to Line Officers/Managers for appraisal. From Line Officers document was submitted to Managers for further comments and appraisal. Then the appraisal was submitted to HR for final rating calculations The final document was then submitted to CEO for final comments and signing. 	Almost 2 weeks was taken for completion of PMS	 Now: Ability to conduct employee's appraisal-online One-page document System calculates the ratings 	Now: Employees can complete their PMS in 20 minutes. Within a week the whole process of PMS can be completed.



PROJECT STANDARDIZATION





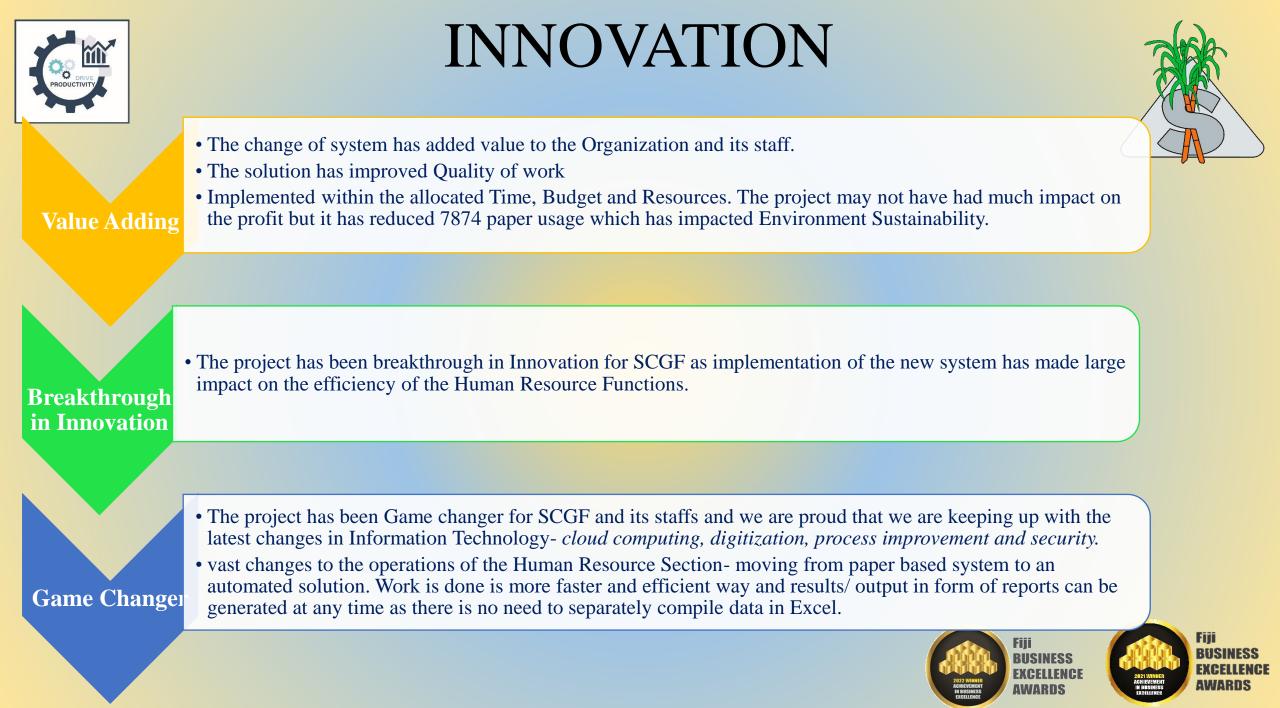
Staff Training conducted for staff to familiarize and adapt to the system



















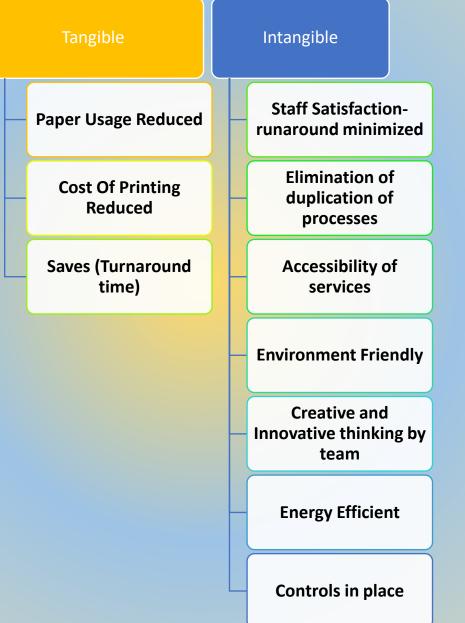
Action







TANGIBLE/INTANGIBLE RESULTS







Cost Benefit Analysis/ ROI/ Analytical tools & Techniques

Paper Reduction in Areas	Number of Paper	Number of Staff	Total Papers	Comments
Staff KPI	4	35	140	4 pages KPI signoff for each staff per year
PMS	8	35	280	4 page per pms so 2 pms per year so total 8 pages
				10 page per applicantso I have taken 50 as number of applicants for 2
Application printing for Vacancy	10	50	500	vacancy
Interview Questionnaire	7	16		7 Pages-1 set- 2 Interview- 8 shortlisted each for 4 panelist
Training Evaluation Form	34	35	1190	for 2022-Internal plus inhouse-(28+6)
Training Attendance	34	35	1190	for 2022-Internal plus inhouse-(28+6)
Time & Attendence	26	1	26	26 pays for which book photocopy of attendence was done
Leave	10	35	350	10 form per staff- sickleave,annual,breavement,study
Payroll Printing-Reports	20	26	520	1 report-20 pages total pay-26
Payslip Printing	26	35	910	26 pays- 35 staff
FNPF Contrbution Payment-				
Printing	26	1	26	
FRCS	26	1	26	
Maintaining Employee Staff File	50	35	1750	50 pages per file (CV,Certificates,Copy of Items,Letters etc)
Exit Interview	3	2	6	
Total Wastage-5% of total Print			394	Includes paper misfed, mis-priniting
			7756	Total Papers
			16	Total Reems Paper
			\$162.87	Paper Cost (10.50) per reem
			\$1,551.13	Toner cost (20 cents average black/white and colour
				Total Cost



COST BENEFIT ANALYSIS/ ROI/ ANALYTICAL TOOLS & TECHNIQUES



Quantitative Analysis	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Total
Non-recurring Costs								
LinkSoft Initial	\$15,354.10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,354.10
Total-Non Recurring Costs	\$15,354.10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,354.10
Recurring Cost-								
Cloud Server for Payroll	\$535.00	\$535.00	\$535.00	\$535.00	\$535.00	\$535.00	\$535.00	\$3,210.00
AMC For Link Soft	\$0.00	\$710.00	\$710.00	\$710.00	\$710.00	\$710.00	\$710.00	\$4,260.00
Total Recurring Cost	\$535.00	\$1,245.00	\$1,245.00	\$1,245.00	\$1,245.00	\$1,245.00	\$1,245.00	\$22,824.10
Benefits								
Cost Saving (A4 Paper)	\$162.87	\$162.87	\$162.87	\$162.87	\$162.87	\$162.87	\$162.87	\$1,140.08
Cost Saving (Printer Toner)	\$1,551.13	\$1,551.13	\$1,551.13	\$1,551.13	\$1,551.13	\$1,551.13	\$1,551.13	\$10,857.91
Cost Saving - Human Resource	\$20,885.03	\$20,885.03	\$20,885.03	\$20,885.03	\$20,885.03	\$20,885.03	\$20,885.03	\$146,195.21
Total Benefits	\$22,599.03	\$22,599.03	\$22,599.03	\$22,599.03	\$22,599.03	\$22,599.03	\$22,599.03	\$158,193.20
Net Benefits	\$6,709.93	\$21,354.03	\$21,354.03	\$21,354.03	\$21,354.03	\$21,354.03	\$21,354.03	\$134,834.10







POSITIVE IMPACT



The solutions implemented as part of the project has positively impacted our staff/HR personnel in the following ways:

- a. Reduction in manual cumbersome processes;
- b. Time management
- c. System generated reports
- d. Healthier work environment less paper usage and carbon
- e. Cost Saving on printing/paper
- f. Availability of Information
- g. Accuracy of Data





FUTURE TREND



SCGF plans to continue improving its business processes by implementing innovative ideas which will improve customer service, increase efficiency and productivity as well as minimize cost and contribute to Green ICT.

Some of the future implementations that the team will work on are:

- 1. Further improve on integrating HR system Time/attendance for branch offices
- 2. Reduce overall printing by 25%
- 3. E-Service/ Digital Literacy Program for our customers-Internal & External
- 4. Look into other areas that requires automation





CORPORATE SOCIAL RESPONSIBILITY



(Third from left) Ministry of Forestry Forest Guard Leveni Duvuduvukula, Sugarcane Growers Fund Information Technology Support officer and company green champion Salaniata Natotawa (sixth from Left) and chief Sugarcane Growers Fund Chief Executive Officer Raj Sharma hold a sourcap seedling with staff and members of the Ministry of Forestry at the Agroforestry plot in Loloto, Lautoka on September 17, 2022, Photo: Salote Qalubau

ma said.

farmers

today to be here.

Sugarcane Growers Fund staff support initiative

SALOTE GALUBAU LAUTOKA

Growers Fund (SCGF) have Dnow become the first stakeholder group to have planted more than 600 seedlings at an agroforestry plot of land in Lololo, Lau-

This is in support of Govern- "As a country, we have been cham-

lion trees in 15 years. The team planted trees and fruit

seedlings like dawa, soursop, man-C taff from the Sugarcane go, banana, pineapple and native tree seedlings like damanu and marota.

Sugarcane Growers Fund chief executive officer, Raj Sharma, said the initiative was also a great team bonding activity.

"We've got a lot of initiatives, ment's initiative to plant 30 mil- pioning climate change," Mr Shar- we've got the paperless environ- feedback salote.qalubau@fijisun.com

ment that we are working to, most "We have been championing the of our work processes have been planting of trees which is a good on a technology basis." Initiative and I must acknowledge

Ministry of Forestry Forest our staff for taking their time out Guard Leveni Duvuduvukula said the plot of land would be used for "We'll also work with the minisseed sourcing since the Ministry try wherever possible to get more of Forestry usually travelled up to seedlings and distribute it to the Nadarivatu to collect seeds. Edited by Ranoba Baoa

As part of the our Green ICT **Project** - Offset/ **Reversal of Carbon Emission**, SCGF has planted 700 seedlings in the month of September with the help of Ministry of Forestry.

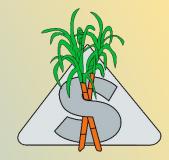








Our SCGF social club members were out to help Mr. Suliano Waqavanua with a wheel chair. He was admitted at Lautoka Hospital and his daughter was out visiting offices. Club President Mr. Nilesh Karan with other officials handed over the wheelchair to Mr. Waqavanua at the Lautoka Hospital.



Our SCGF Social Club Officials With HR Assistant Assisting Victims of School Bus Accident with food vouchers





CONCLUSION

We have achieved the following after complete implementation of the project:

- Cost saving on printing
- Achieving the following pillars of key performance areas
 - Technology, Channel & Digitalization
 - Processes, Products & Policies
 - Community and Environment
 - Organizational Capacity
 - Improve Earnings & Cost Containment
- Reduce paper usage and wastage
- Reforestation program- planted 700 trees with Ministry of Forestry
- Improve Productivity and Efficiency for staff and HR personnel
- Transparency, Security and Data Integrity

The project has been Game changer for SCGF and we are proud that we are keeping up with the latest changes in Information Technology- *cloud computing, digitization, process improvement and security.*





Thank you

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