

# City University of Hong Kong

## Paperless Office Wins Kudos and Saves \$500K Annually and Meets Sustainability Goals

“Our project launched in 2011 with a budget of \$1.4M. Initial cost savings for HR and Finance alone were \$500,000 a year. So we recovered our cost in under three years.”

Dr. Andy Chun

CIO, City University of Hong Kong

### OVERVIEW

Founded in 1984 from humble beginnings, City University of Hong Kong has grown to become a high-ranking world university. As one of eight public universities in Hong Kong, the University is committed to nurturing and developing student talents and creating applicable knowledge to support social and economic advancement.

Mindful of balancing growth with social responsibility and sustainability, City University embarked on a paperless office project that would garner awards and recognition. Launched in 2011 as a project within the University's 2010-2015 strategic plan, the paperless office initiative used enterprise content management (ECM) technology to reduce paper, power, and space consumption while improving administrative efficiency and information security.

### HR AND FINANCE CHALLENGED WITH RAPID GROWTH BUSINESS CHALLENGE

The University's Human Resources and Finance departments faced a growing shortage of physical space in which to store hard copy documents related to 3,500 current staff, as well as a large number of former employees. The departments also wanted to optimize workflows and streamline service delivery, which would require electronic documents. For HR, this meant converting its physical archive of over 8,000 personnel records from paper to digital form. Likewise, Finance digitized the contents of approximately 8,000 payroll folders. In the first phase of the paperless office project, both departments digitized more than one million documents. The system was sized to handle roughly 1.3 million HR and Finance documents in its first year, with additional growth of over 300,000 documents each year. The University deployed the system for archive digitization in 2012. The system now supports the daily operations of over 100 administrative personnel.

“This project provides an innovative document management solution, built on top of EMC Documentum,” comments Dr. Andy Chun, CIO for City University. “With documents in a secure digital archive, we can make faster decisions, save trees and space, and greatly enhance security. We can potentially eliminate millions of pages of paper a year while reducing 95 tons of CO2 emissions.”

### INSIGHT ACCESSIBLE WITH JUST A FEW KEYSTROKES

The University ECM system enabled staff to access documents directly from its central repository, eliminating the need to make photocopies and delivering a six-fold increase in the speed of document filing and retrieval.

## ESSENTIALS

### INDUSTRY

Higher Education

### RESULTS

- Initially saved \$500K in operational expense
- Reduced archived documents by 30 percent through improved record-keeping practices
- Adopted by 100+ administrative personnel

### KEY TECHNOLOGIES

- EMC Captiva
- EMC Documentum Platform and Platform extensions
- EMC VMWare

"Hard copy documents required a lot of clerical effort to photocopy and transfer from building to building," explains W. Y. Wong, executive officer for HR. "They also needed to be physically sorted and tagged with Post-It notes for review. This created an enormous workload especially during annual evaluations. Now everything is literally a few keystrokes away." Chun concurs, "The value of instantaneous online search compared with manual sifting through piles and piles of paper cannot be overestimated." Through detailed analysis and review of current record-keeping practices, the University also developed new guidelines for document retention, which resulted in a 30 percent reduction in document types that need archiving.

### EXTENDING THE PAPERLESS OFFICE

Although reducing paper completes the first step toward transaction efficiency and cost savings, process improvement promises the biggest long-term gains. The paperless workspace project (PLWS) extends the paperless office, using Documentum xCP to combine the strengths of business process management (BPM) with ECM and collaboration tools.

Throughout implementation of the paperless office project, Finance and HR realized their need for case management. For example, the Duty Visit Application operates with paper forms and manual processes, which require review, approval, and collaboration. Variable human judgments also introduce a level of unpredictability.

An integrated case management platform based on Documentum xCP can transform the Duty Visit Application process to:

- Improve service with better, faster, more complete responses
- Reduce the inefficiency, expense, and risk of paper documents
- Manage and connect all types of information in a common case folder
- Handle high transaction volumes while maintaining flat resource pools.

### PAPERLESS PROJECT GARNERS AWARDS

City University received the 2013 Computerworld Honors Program Laureate for creating a green IT environment in administrative processing. This prestigious award is the longest running global program that recognizes individuals and organizations that use information technology to promote positive social, economic, and educational change. The University's efforts to make its website accessible to the blind and disabled were also honored in the Laureate award.

Also in 2013, the seventh annual FutureGov Awards, sponsored by FutureGov Magazine, presented first prize to City University in the Green Government category, which recognizes excellence in the planning, execution, and positive environmental impact of digital sustainability programs. The University also received runner up honors for Education Organization of the Year.

The FutureGov Awards celebrate the efforts of Asia's most successful government, education, and healthcare organizations and are the international benchmarks by which public sector innovation is judged.

Also noteworthy, the University became the first in Hong Kong or mainland China to be granted the prestigious ISO/IEC 27001 certification, one of the world's highest accreditations for information protection and security. To attain this, the University improved its security risk assessments, information access controls, and data processes and procedures.

"The University paperless office project aligns with our campus strategic plan," concludes professor Arthur Ellis, City University provost. "It leverages advanced technology to save time, money, space, and natural resources."

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