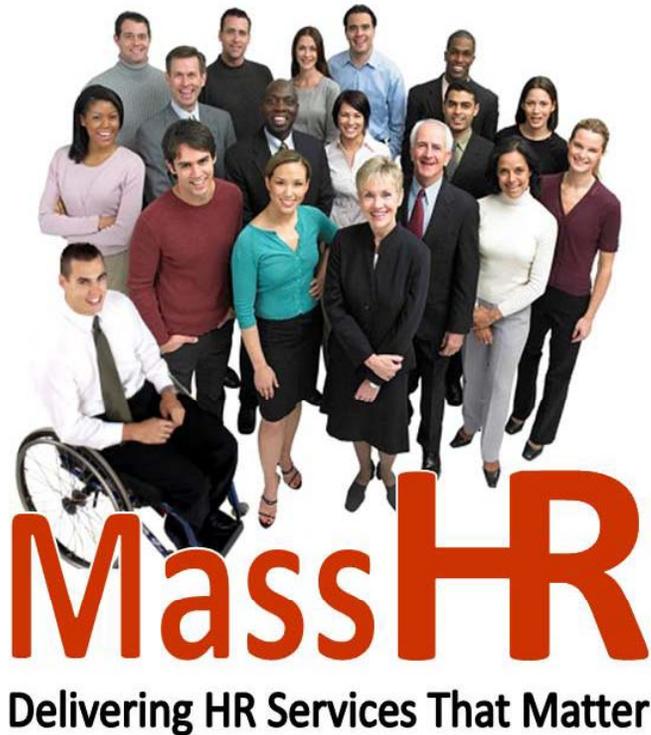




The Commonwealth of Massachusetts

MassHR Briefing

February, 2012



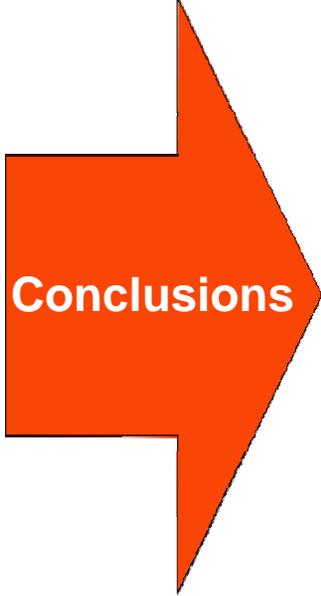
Objectives & Discussion Agenda

1. Background
 - Need and Opportunity
 - MassHR Overview
 - Evolution of MassHR
 - *massDOT's* Involvement in MassHR
2. HR Service Delivery and Talent Management
3. Overview of Self-Service Time and Attendance
4. Overview Shared Services and Collective Bargaining
5. MassHR Program Communications
6. Self Service Time & Attendance and Shared Services Training
7. Questions & Answers



MassHR Background: A Need for HR transformation

Between 2008 and 2010, three independent studies of the Commonwealth's Human Resources function were conducted.



Conclusions

The function was labor intensive, with a heavy reliance on manual transactions

The allocation of resources to high-volume transaction was significantly higher than the industry standard

Business processes were inconsistent across the Executive Department

Failed to make use of technology and automation

Failed to allocate resources to strategic and workforce enhancement functions that support a high performing workforce

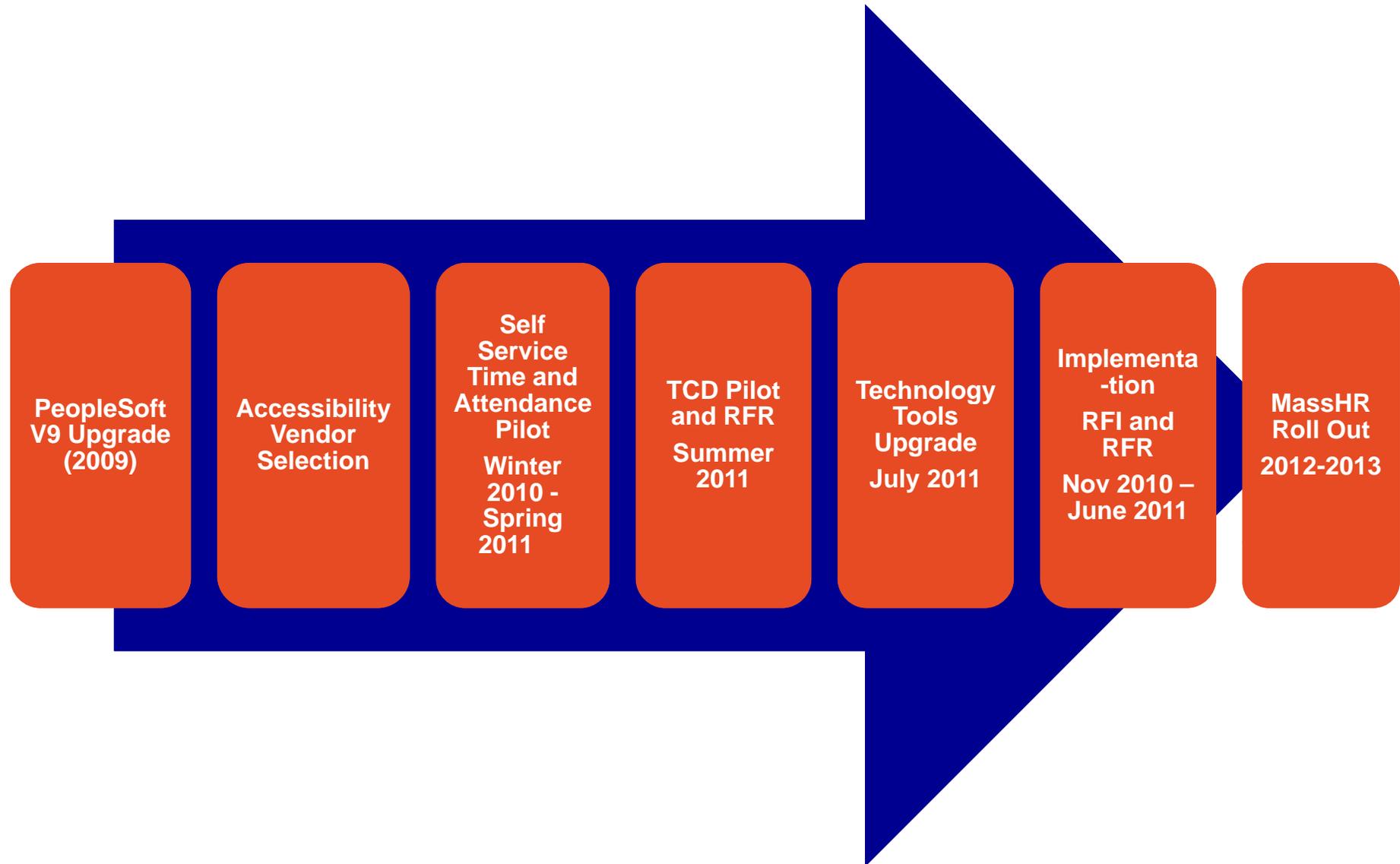
MassHR Outcomes

- MassHR is about reforming government in the Commonwealth; making government and in this case the function of HR more efficient and effective. Efficiency results in savings for the Commonwealth.
- MassHR's three main objectives directly support efficiency and savings:
 1. Implementing enabling HR technologies to make government more efficient ;
 2. Implementing a more efficient service delivery model using shared services and
 3. Implementing new training, learning and development programs. For example,

Reduced Costs	Staff time allocated to time and attendance and payroll process is reduced by almost half or approximately 200,000 hours annually
Increased Payroll Accuracy	Payroll accuracy results in the reduction of overpayments (conservatively estimated at several million dollars annually)
More Time for Strategic Activity	HR community can focus on implementing leading HR practice aimed at increasing Commonwealth employee engagement and productivity establishing the Commonwealth as a “Best Place to Work” in state government
Streamlined Technology	Uniform system shrinks the 400 separate applications that support HR today
Shortened Hiring Process	Streamlined and shortened hiring process supported by new technology providing web-based employment applications and automated hiring approvals
Integrated Learning Management with Performance Management	More than 45,000 employees will be able to complete mandated training in 1/3 the time needed for traditional instructor led training
Diversity and Workforce Planning	Capacity and tools to facilitate effective workforce planning and improve workforce and diversity outcomes



MassHR Evolution



MassHR Project Activity

Data Workgroup, including Time Reporting Code (TRC) Consolidation, TRC Dictionary, TRC Security Recommendations, Action/Reason Code Consolidation

Shared Services Center Time and Attendance Process Group

Agency Liaison Network

Self-Service Time and Attendance Fit/Gap (9-5 and Complex)

Self-Service Time and Attendance Fit/Gap (Labor Distribution)

Time Collection Device RFR Team

MassHR Stakeholder Analysis - Interviews

HR Service Delivery Model Work Group

HR Advisory Council



HR Service Delivery Model

Goal

- Implementing a plan to reduce costs and enhance the efficiency and effectiveness of human resource services delivery as stipulated by Executive Order 517

Inputs

HR Service Delivery Model Workshops

- Leadership workshop to inform high level design overall (12/12/11)
- HRAC and Functional expert design workshops to establish the new model and the distribution of work across it (1/10/12-1/11/12, 1/31/12)
- HRAC workshops to design the governance and balanced scorecard (2/13/12, 2/27/12)

Post Workshop Agency/Secretariat Feedback

- HRAC will facilitate the collection of Agency/Secretariat feedback post workshops (1/31/12, 2/13/12, and 2/27/12)

Key Deliverables

HR Service Delivery Model, HR Governance and HR Balanced Scorecard

Design for how HR services will be delivered within the Commonwealth, how the HR organization will be governed and how performance will be measured

(Deliverable date 3/23/12)

Agency/Secretariat HR

Centers of Expertise
(CoEs)

HR Shared Services



Talent Management

Goal

- Enhancing talent management through activities that enable us to attract, hire, develop and retain a qualified workforce

Inputs

Stakeholder Analysis

- 26 Interviews
- 1 Bargaining Unit Workshop
- 1 Manager Workshop

MassHR Survey Analysis Report

- MassHR Survey Results
- 46 Interviews
- 7 Employee Focus Groups
- 3 Manager Focus Groups

Training Strategy

- Training Inventory Request
- Stakeholder Analysis
- MassHR Survey Analysis Report

Workforce Enhancement and HR Capability Program Roadmap

Develop a 3-5 year roadmap to transform the organization through Workforce Enhancement and HR Capability programs and prioritize 10 programs for development

Key Deliverables

Program Development Schedule:

- Develop 4 programs - June 2012
- Develop 4 programs - August 2012
- Develop 2 programs - October 2012

Program Examples:

- Management skills (e.g., coaching)
- Performance Management (e.g., goal setting, giving feedback)
- Workforce Planning
- Technology Skills
- Leadership Development
- Succession Planning



Overview of Self-Service Time and Attendance

Self-Service Time and Attendance allows...

- Employees to enter time and attendance directly in HR/CMS or via Time Collection Device (TCD)
- Supervisors to approve time and attendance directly in HR/CMS
- Employees and supervisors to view leave balances in real time



Roll Out Schedule by Department Self-Service Time and Attendance and Shared Services Center

Pilot	Phase 1 April 2012	Phase 2 June 2012	Phase 3 October 2012
<p>Human Resources Division</p> <p>Information Technology Division</p> <p>Office of the Comptroller</p> <p>Lemuel Shattuck Hospital (DPH&DMH)</p> <p>Berkshire Sheriff's Dept.</p>	<p>Executive Department Agencies Executive Office of Administration and Finance Human Resources Division Operational Services Division Department of Energy Resources Department of Elder Affairs Health Care Finance and Policy Office for Refugees and Immigrants Department of Veterans Services Sex Offender Registry Board</p> <p>Independent Agencies Office of the Comptroller</p>	<ul style="list-style-type: none"> • All remaining 9-5 Executive Department agencies • Select Constitutional Departments and Independent Agencies <p>(estimated at 36 agencies in 7 secretariats)</p>	<ul style="list-style-type: none"> • Executive Department Agencies with 24/7 operations & complex time reporting • Select Constitutional Departments & Independent agencies (estimated at 34 agencies)



MassHR Shared Services Benefits

Shared Services will support MassHR's mission to deliver strategic human resources programs, services and technologies to build and support a talented, diverse, engaged, and productive workforce.

Shared Services will:

- Provide a ***single point of contact*** for all Time & Attendance related inquiries – no more trying to find a particular person
- Promote standardized business processes across Commonwealth agencies and employees to ***improve consistency and reduce time reporting errors***
- Use case management tool to ***track and report on customer inquiries***, providing an opportunity for targeted change management and communications



MassHR Shared Services Benefits



(continued)

Shared Services will:

- **Formalize the partnership between customers and the Shared Services Center** through Service Level Agreements (SLAs) that include clearly defined accountabilities and expectations of service delivery
- Encourage a **culture of regular feedback and a continuous improvement mindset** that will enable adjustments to be made to better align services to customer needs
- Resolve issues in a timely and transparent manner using **defined and managed governance processes** including input from customers, partners, and Shared Services leadership



Shared Services for Self-Service Time and Attendance: Service Delivery Components

The initial MassHR Shared Services implementation will consist of two tiers of service related to the Time & Attendance function.

Tier 1	Inquiry Management	<ul style="list-style-type: none"> • Handling of inquiries via phone, e-mail, mail and fax • First Shared Services contact for issues resolution and escalation (if necessary)
	Password Management	<ul style="list-style-type: none"> • Completion of password resets as requested by Self Service end users
Tier 2	Time Entry	<ul style="list-style-type: none"> • Assistance of time entry for special cases (i.e., unanticipated out of office, no PC/TCD access, natural disaster, FMLA)
	Prior Period Adjustments	<ul style="list-style-type: none"> • Work with employee to complete Prior Period Adjustments when the adjustment exceeds more than 1 pay period prior
	Exception Management	<ul style="list-style-type: none"> • Identifying and notifying employees and supervisors of exceptions (missing meal punch, reported time not equal to scheduled time, incorrect holiday hours / time, etc.)
	Reporting & Analytics	<ul style="list-style-type: none"> • Produce reports for Secretariats, as well as internally, to monitor trends and proactively manage issues



MassHR Collective Bargaining

The Office of Employee Relations (OER) has been meeting regularly with all Executive Branch collective bargaining units to discuss, and where appropriate negotiate, various issues related to the MassHR project and its impact on employees, including:

Employee Survey

- Gained agreement to proceed on an employee survey and accompanying workshops/interviews
- Unions briefed on goals of survey
- Union participation wholly voluntary; results confidential

Time and Attendance

- Ongoing active discussion and negotiation with all unions regarding the spring and fall 2012 implementation of Self-Service Time and Attendance
- Focus on all aspects of the implementation, including specific proposals that seek to better align the Commonwealth's contracts with PeopleSoft time and attendance

Shared Services

- OER/HRD and NAGE will continue to meet regularly to discuss the development and staffing of shared services for time and attendance
- Discussion has focused on the composition of the new unit and the manner in which positions will be posted and filled



MassHR Program Communications Overview

Planned Project Wide Communications

- Roadshow presentations to Executive Department agencies/secretariats (January/February 2012)
- Town Hall sessions with HR community members (February 2012)

Progress Updates (February 2012)

- Establish a MassHR Agency Liaison Network
- Monthly newsletter to HR community with progress updates, feature articles, and roll-out specific information like training schedules and system features
- Email updates to employees with targeted messages and announcements such as training timelines and registration
- Weekly countdown messages in preparation for April and June implementations

Job Postings for Shared Services Center

- Announce managerial job postings (mid-January 2012)
- Announce supervisor job postings (late-January 2012)
- Announce staff job posting (mid-February 2012)

HR Service Delivery Model and Talent Management

- Employee Survey (January/February 2012)
- Workshop on Future State Design (January 2012)
- Workshop on Future State Validation (February 2012)



Self Service Time & Attendance and Shared Services Training

Training will include both eLearning and instructor-led sessions.

Delivery	<ul style="list-style-type: none">• Transition Workshops (employees)• eLearning (Target Audience - All employees and approvers)• Classroom/Instructor-Led Classroom Course (Target Audience - HR/Payroll Staff)
Target Audience	<ul style="list-style-type: none">• Employees, Approvers, Agency/Department HR and Payroll Staff
Topics	<ul style="list-style-type: none">• Time Reporting Codes Definition and Use• Time Entry• Approval Process• Exception Management• Leave Balances
Materials	<ul style="list-style-type: none">• eLearning• Instructor Materials (Provided in a Train-the-Trainer Program)• Job Aids and Support Resources



Questions?



Contact us:

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Deidre.Travis-Brown@MassMail.State.MA.US



APPENDIX

1. Detail: Commonwealth Response to Need and Opportunity
2. MassHR Program Governance
3. MassHR Program Timeline
4. Accessibility Advisory Committee
5. Employee Self Service Time Reporting
6. Self-Service Time and Attendance – Time Approval
7. Self-Service Time and Attendance - Payroll and Predictive Reporting
8. Shared Services Detail
9. Detailed Communications Timeline
10. Budget Task Force



MassHR Program Background: Commonwealth Response

In response, the Commonwealth:

HRAC drafted and Governor Issued Executive Order 517, to enhance the efficiency and effectiveness of Human Resource service delivery in the Executive Department

ITD supported HRAC vision by purchasing a Universal License Agreement with PeopleSoft to purchase licenses and 5-years maintenance for a suite of HR technology modules

HRAC submitted a Strategic Plan to the Governor outlining 3 major goals for HR transformation:

- Modernizing information technology systems
- Delivering services through a more efficient and effective shared service model
- Refocus the mission of HR on new workforce strategy programs

PeopleSoft HR Technology Modules

- Time and Attendance Self Service
- ePerformance
- eRecruit
- Help Desk for HR
- Learning Management System



MassHR Program Governance



Executive Committee
 Marty Benison, State Comptroller
 Marcie Desmond, ANF SCIO
 Paul Dietl, Chief HR Officer
 John Glennon, Deputy Chief Information Officer
 Patricia Wada, MassHR Project Manager

Steering Committee
 Barbara Nobles Crawford (EEA)
 Care Corner-Dolloff (EDU)
 Dolores Mitchell (GIC)
 Eileen Glovsky (TRE)
 James Montgomery-Hyde (EHS)
 Steve Kenyon (EDU)
 John Glennon (ITD)
 Marcie Desmond (ANF)
 Marty Benison (CTR)
 Paul Dietl (HRD)
 William Marchant (TRC)
 John Letchford (ITD)
 Michael J. Lee (DOT)
 Marilyn Scott (DAA)
 William Sweeney (SDS)

HR Advisory Council (HRAC)

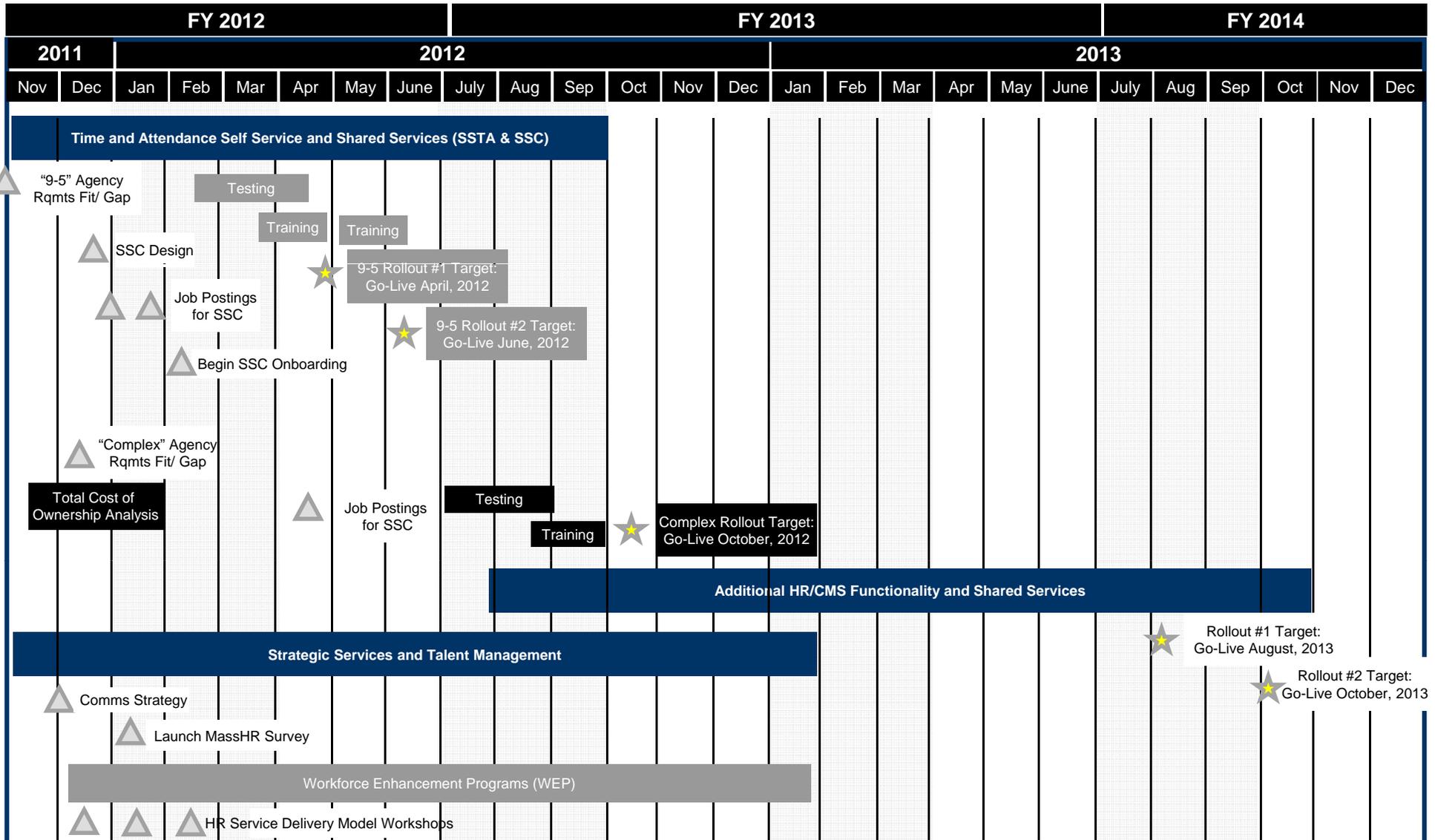
Agency/Secretariat:
 Eva Augusto (EPS)
 Lauren Johnson (CTR)
 Cheryl Malone (OCD)
 Ronald Marlow (ANF)
 Susan Montgomery-Gadbois (DOR)
 James Montgomery-Hyde (EHS)
 Barbara Nobles Crawford (EEA)
 Valian Norris (EDU)
 David Olsen (EOLWD)
 Lennie De Souza Smith (EHS)
 Swee Wong-Wagner (DOT),
 Ellen Wright (ITD)
 Maria Gonzalez (ANF)

HRD:
 George Bibilos, Sandra Borders,
 Jean Comparetti, Mark D'Angelo,
 Paul Dietl, Renee Fullem, Matthew Hale,
 Brian Hickey, Lana Jerome, John Langan,
 John Marra, Scott Olson, Deidre Travis Brown,
 Patricia Wada, Natalie Wadzinski

Accessibility Advisory Committee
 Representatives from
 HR Advisory Committee
 Steering Committee
 MA Commission for the Deaf and Hard of Hearing
 MA Commission for the Blind
 MA Rehabilitation Commission
 MA Office on Disability



MassHR Program Timeline



Accessibility Advisory Committee

MassHR will adhere to the Enterprise Information Technology Accessibility Standards and the Web Accessibility Standards issued by the Commonwealth's Information Technology Division

MassHR Deliverables will be tested against the Enterprise Accessibility Standards

An Accessibility Advisory Committee (AAC) will meet regularly and is comprised of the following representatives:

- Paul Dietl, HRD
- Patricia Wada, MassHR
- Christine Griffin, EHS
- Myra Berloff, MOD
- Sandra Borders, HRD
- Kasper Goshgarian, MRC designee
- Sarah Bourne, ITD
- Janet LaBreck, MCB
- Charles Carr, MRC
- Heidi Reed, MCDHH
- Scott Olsen, CTR
- Kevin Collins, MRC designee



Employee Self Service - Time Reporting

- Every active employee will have a user ID to access HR/CMS system
- Each employee can have a reported timesheet OR a punch timesheet
- Each employee will have a work schedule assigned
- The schedule information will be pre-populated into the self-service timesheet
- Employees can update their hours on the timesheet to reflect actual hours worked or exceptions
- All employees must submit hours in the system to be paid, even if actual hours worked do not deviate from the work schedule.
- Employees will be able to enter prior period adjustments going back one pay period
- Accessibility requirements will be addressed through IVR and the manager dashboard.



Self-Service Time and Attendance - Time Approval

There are two levels of time approval required:

- Reported time approved by time approvers
- Payable time approved by timekeeper/payroll staff for certain TRCs (i.e. overtime, cash out)
- Certain TRCs are auto-approved (i.e. shift diff)
- The dashboard is compliant with Commonwealth accessibility standards



Self-Service Time and Attendance - Payroll and Predictive Reporting

- Employees will be set up as positive time reporters. If employees do not submit hours or time approvers do not approve the hours submitted, manual intervention will be required.
- The payroll processing timeline does not change
 - Bi-weekly payroll with payroll confirmation on the Tuesday after the pay period ends
- Predictive reports and best practice reports are available based on the employee's scheduled hours at the beginning of the pay period
- Actual hours are uploaded to payroll at the end of each week.



Shared Services Detail

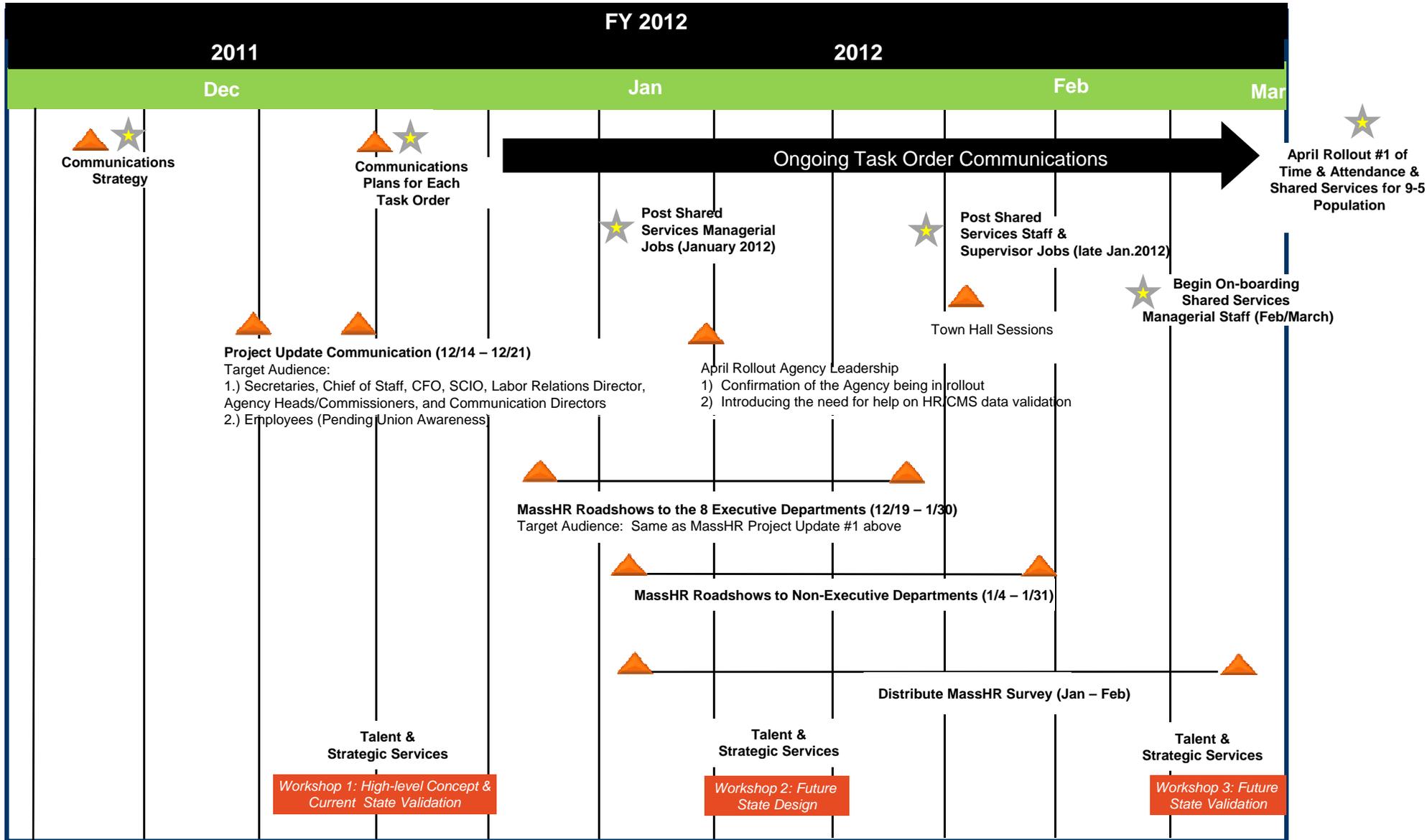
A Shared Services approach supports MassHR's mission to deliver strategic human resources programs, services and technologies supporting a talented, diverse, engaged, and productive workforce.

Specifically, Shared Services will support employees, approvers, and Agency HR/Payroll staff in self-service entry of Time and Attendance.

- During FY12 the plan is to staff the Shared Service Center in coordination with the Self Service Time & Attendance rollout for 9-5 agencies
 - The first phase of staffing is planned for February of 2012 in support of the April 2012 Time and Attendance Rollout
 - A second phase of staffing is planned for May of 2012 in support of the June 2012 Time and Attendance Rollout
- The project team is meeting with the Human Resources Advisory Council (HRAC) and recently the Secretariat Chief Financial Officers (CFOs) to gain input to these plans
- To meet the April and June 2012 target launch dates, Time and Attendance Shared Services job postings are targeted for mid-January for the managerial positions and late January for the line staff and supervisory positions



Communication Timeline & Milestones



-  Program Milestone
-  Communication Activity/Task
-  Workshops



Time & Attendance Shared Services Budget Task Force

- The purpose of the Budget Task Force is to develop a shared service funding model for FY13 and beyond to be recommended to ANF

Brian Hickey	Human Resources Division
Lana Jerome	Human Resources Division
Michael Chandrankunnel	Human Resources Division
Christine Scott	Human Resources Division
Kathy Sheppard	Office of the Comptroller
Kevin McHugh	Office of the Comptroller
Lou Angeloni	Information Technology Division
Sean Faherty	Executive Office for Administration and Finance
James LeBlanc	Executive Office for Administration and Finance
Steve Barnard	Executive Office of Health and Human Services
Frank Reardon	Department of Revenue
Denise Sarro	Department of State Police
Chantal Mont-Louis	Executive Office of Public Safety
Sue Bristol	Massachusetts Department of Transportation
Lonsdale Koester	Executive Office of Energy and Environmental
Derek Lennon	Executive Office of Housing & Economic Development
Jennifer Maddox	Department of Housing & Community Development
Jack Defina	Executive Office of Labor and Workforce Development

- The Kick off meeting was held on Thursday December 1, 2011. Subsequent weekly meetings were held through December to cover the following topics:
 - 12/8: Review Funding Model Options & Shared Services Overview
 - 12/15: Confirm Funding Model Recommendation
 - 12/21: Review recommendation with HRAC and Executive Committee

