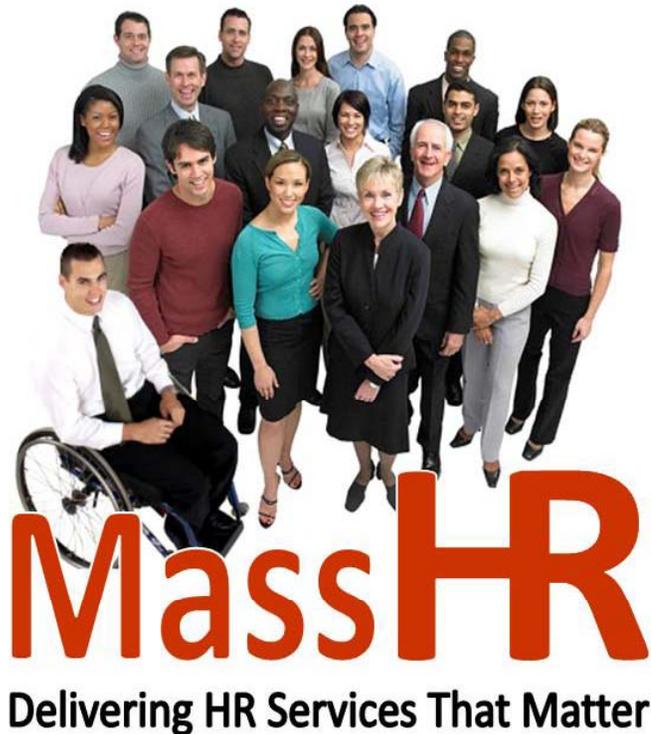




The Commonwealth of Massachusetts

MassHR HR Community Town Hall Meeting

Mid-Winter, 2012



Objectives & Discussion Agenda

1. Background

- Need and Opportunity
- Evolution of MassHR
- *HR Community* Involvement in MassHR

2. Overview of Self-Service Time and Attendance

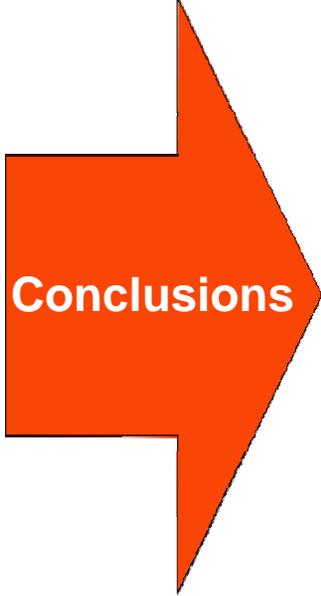
3. Overview Shared Services

4. Q&A



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

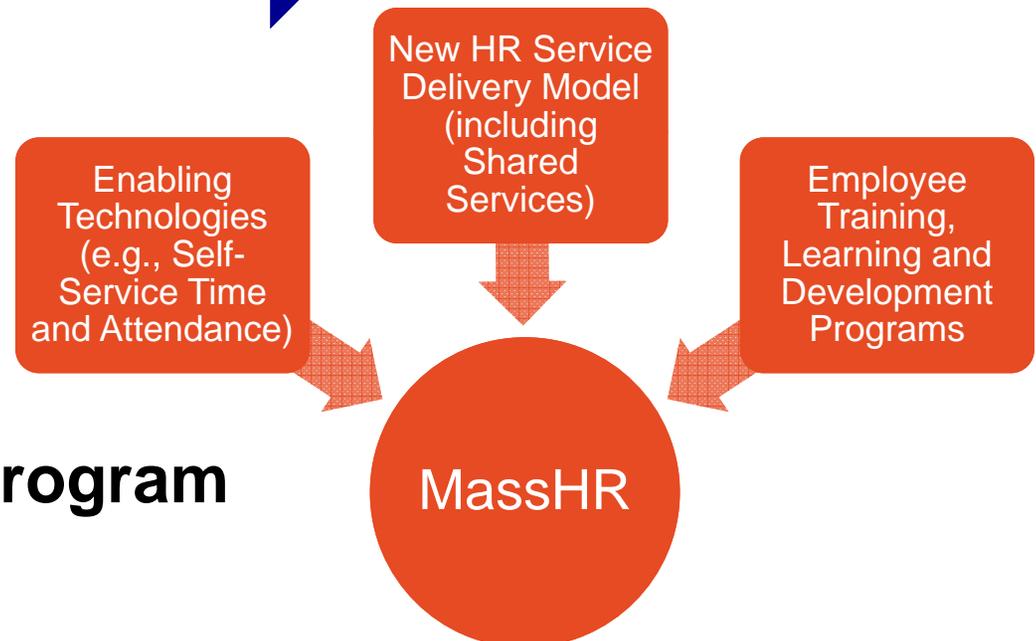
The allocation of resources to high-volume transaction was significantly higher than the industry standard

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 Evolution



MassHR: An Integrated Program



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



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

Employee Work Schedule is assigned and pre-populated in their timesheet.

Employee updates time to reflect actual hours worked (or exceptions) and submits their time.

Employees can adjust time one pay period in arrears and view leave balances online.

Reported Time is approved by Time Approvers.

Weekly Payroll Processing timeline remains the same. Predictive reports are available at the beginning of the pay period.



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</p> <ul style="list-style-type: none"> ▪ 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>Independent Agencies</p> <p>Office of Comptroller</p>	<p>All remaining 9-5 agencies (estimated at 60 agencies)</p>	<p>Agencies with 24/7 operations and complex time reporting (estimated at 34 agencies)</p>



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
- **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.

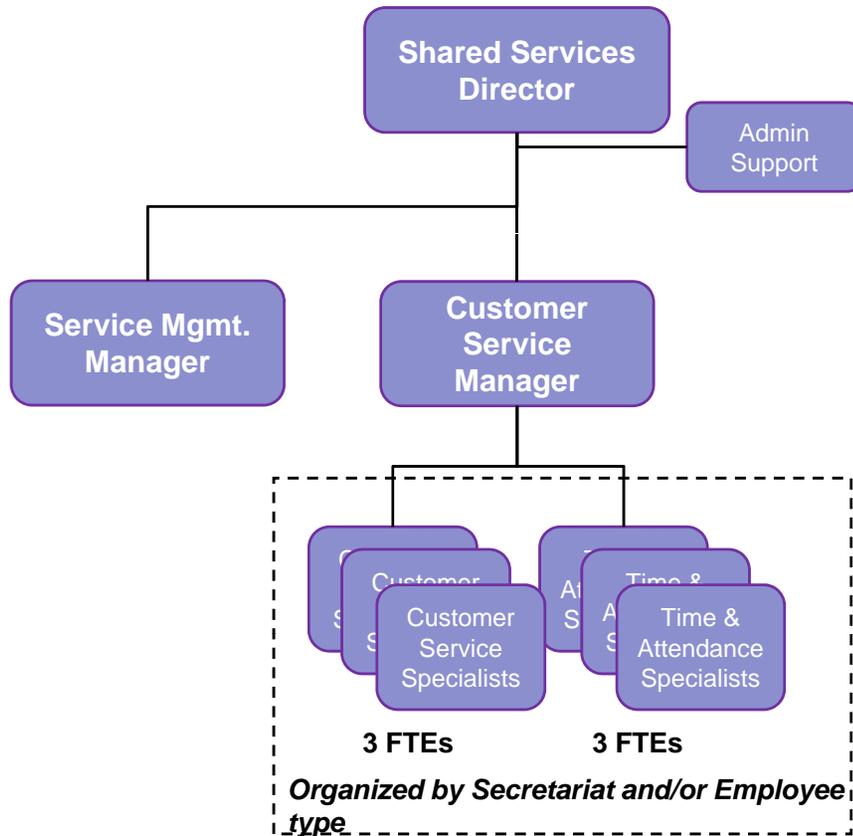
Tier 1	Inquiry Management	<ul style="list-style-type: none">• Handling of inquiries via phone, e-mail, mail and fax• First Shared Services contact for issues resolution and escalation (if necessary)
	Password Management	<ul style="list-style-type: none">• Completion of password resets as requested by 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



High-Level Shared Services Organization SS TA Deployment #1 (April 2012)

The SSC organization required to support SS TA for Executive Departments following the 1st deployment is shown below. FTE numbers are provided as high level estimates of staffing needs.

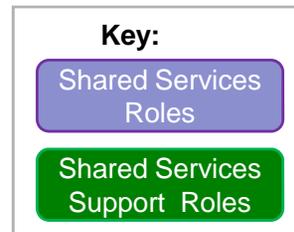
Position Type	Total Number of FTEs*
Managers	3
Supervisors	-
Specialists	7
TOTAL	10



Leadership & Management

Customer Service, HR Operations

Shared Services Support Functions



High-Level Shared Services Organization SS TA Deployment #2 (June 2012)

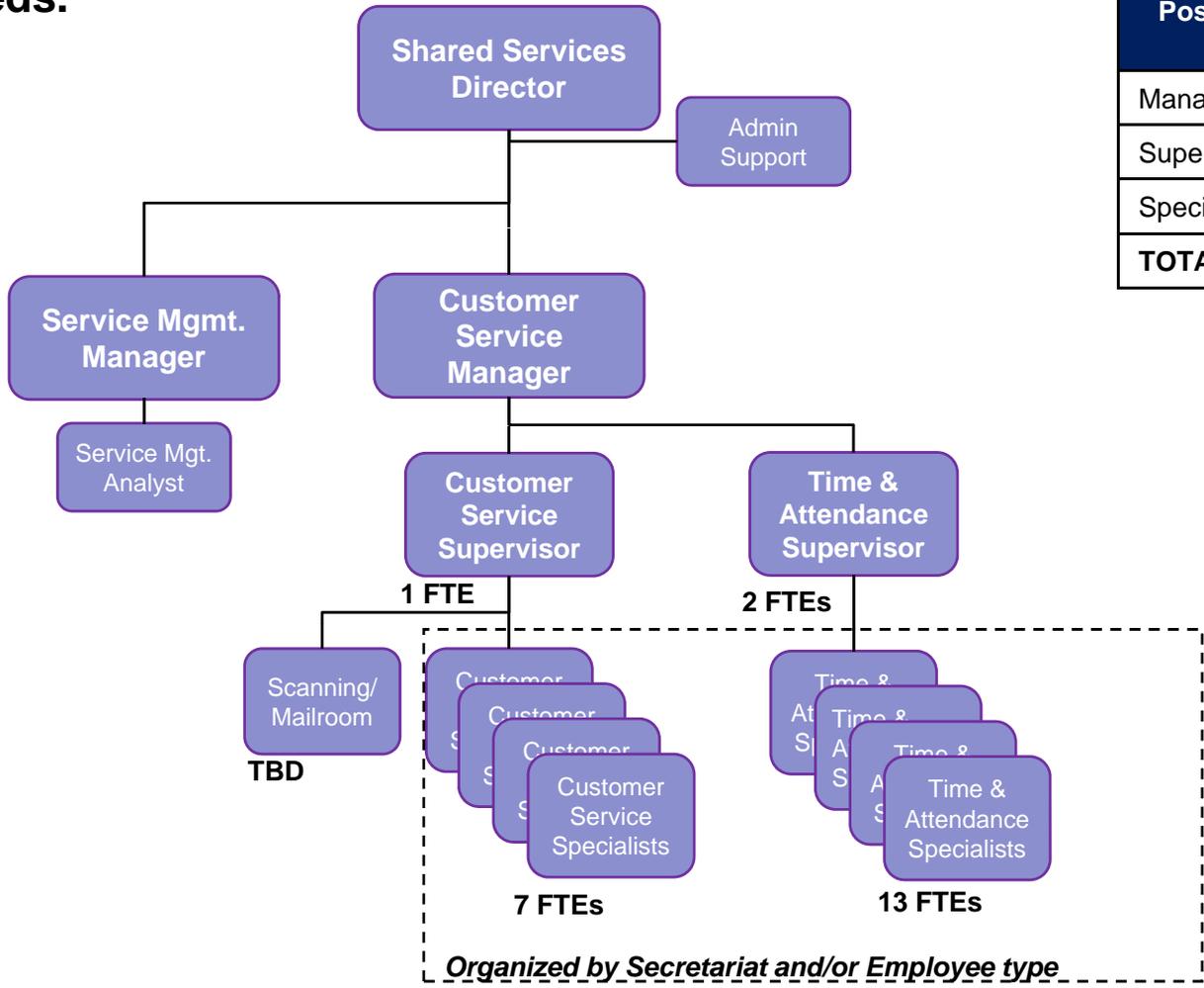
The SSC organization required to support SS TA for Executive Departments following the 2nd deployment is shown below. FTE numbers are provided as high level estimates of staffing needs.

Position Type	Total Number of FTEs*
Managers	3
Supervisors	3
Specialists	22
TOTAL	28 + TBD

Leadership & Management

Customer Service, HR Operations

Shared Services Support Functions



Key:

- Shared Services Roles (represented by a purple box)
- Shared Services Support Roles (represented by a green box)



*Notes:
FTE estimates do not include Shared Services Support Functions.

High-Level Shared Services Organization SS TA Deployment #3 (October 2012)

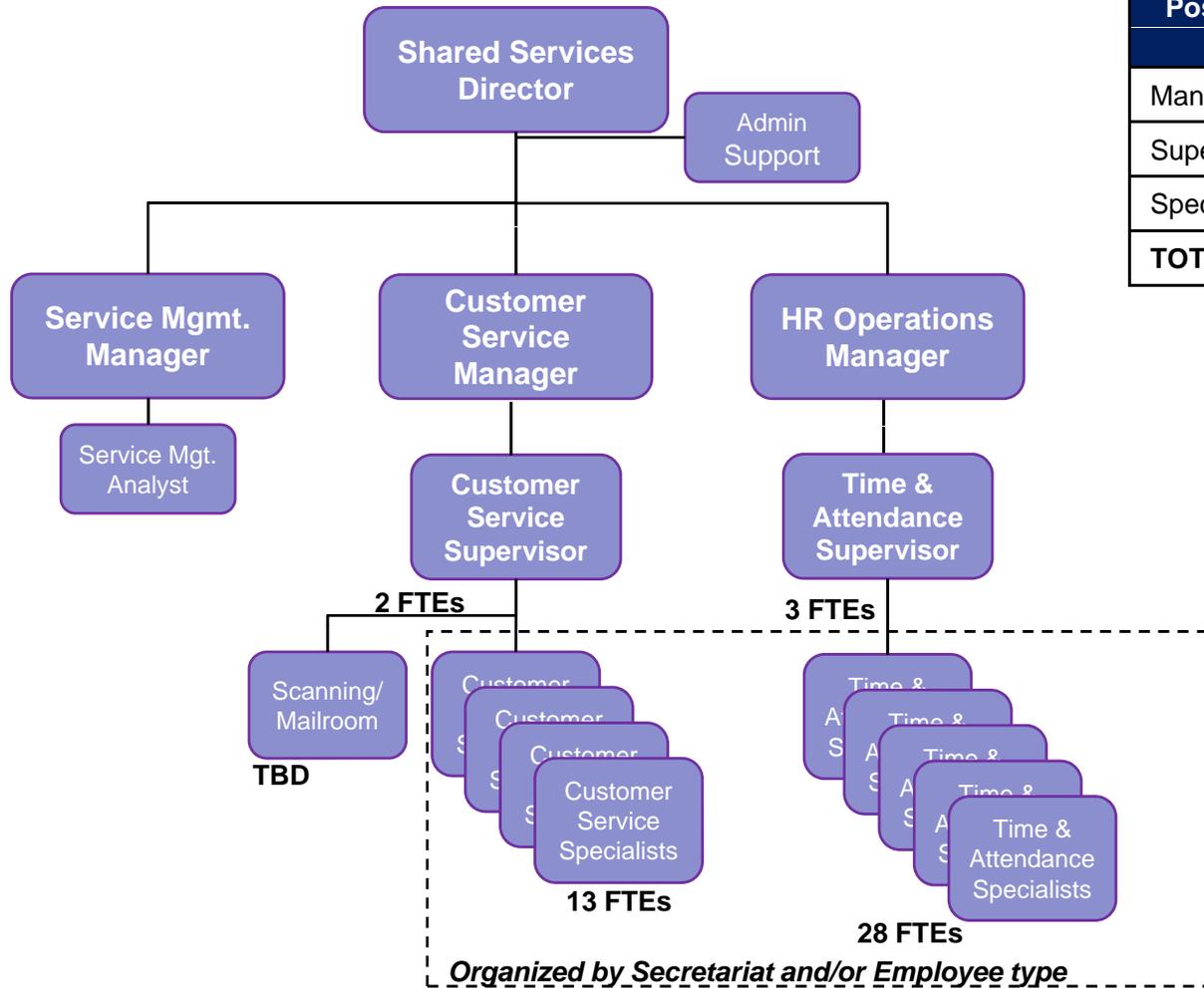
The SSC organization required to support SS TA for Executive Departments following the 3rd deployment is shown below. FTE numbers are provided as high level estimates of staffing needs.

Position Type	Total Number of FTEs*
Managers	4
Supervisors	5
Specialists	43
TOTAL	52 + TBD

Leadership & Management

Customer Service, HR Operations

Shared Services Support Functions



Key:

- Shared Services Roles (represented by a purple box)
- Shared Services Support Roles (represented by a green box)



*Notes:
FTE estimates do not include Shared Services Support Functions.
Estimates subject to change following TCO analysis

Collective Bargaining

- Commonwealth-NAGE Agreement on Staffing
- New Unit 6 Job Titles
- Composition of Initial Eligible Pool
- Postings and Posting Period
- Interview Process



Questions?



Contact us:

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APPENDIX

1. Future State Responsibilities for Time & Attendance and related HR/Payroll Processes
2. MassHR Program Communications Overview
3. Self Service Time & Attendance and Shared Services Training



Future State Responsibilities for Time & Attendance and related HR/Payroll Processes

Shared Services will be the employee’s first point of contact for questions regarding Self-Service Time & Attendance and select Time & Attendance related transactions. Secretariat/Agency HR/Payroll staff will continue to perform the following activities to support Time & Attendance after the implementation of Self-Service Time & Attendance and the Shared Services Center. Additionally, they will continue to complete HR and Payroll related activities.

Shared Services	Secretariat/Agency HR	
	Time & Attendance Activities	Related HR/Payroll Activities
<ul style="list-style-type: none"> • Answer employee questions related to the use of Self-Service Time & Attendance • Complete password resets • Enter time on behalf of employees under defined circumstances • Process prior period adjustments greater than one period back • Monitor system exceptions and reports for items such as missing or unapproved time and work with employees and/or Agency HR/Payroll to resolve • Prepare standard and ad hoc reports related to Time & Attendance for Secretariats/Agencies 	<ul style="list-style-type: none"> • Setup and maintain employee data in HR/CMS required to support time entry (e.g., enroll as time reporter, punch vs. elapsed time, task group, workgroup) • Assign and maintain employee work schedules in HR/CMS • Enter TRC codes requiring Agency HR/Payroll entry • Approve TRCs requiring secondary approval (e.g., comp time) • Monitor system exceptions and missing, unsubmitted, and unapproved time • Contact employees where required to correct time entry errors • Complete distribution of labor costs to appropriate accounts, projects, or tasks in LCM • Serve as point of contact for Shared Services when issue resolution is required 	<ul style="list-style-type: none"> • Set-up and maintain employee data in HR/CMS including Reports To (Supervisor) and E-mail address • Review predictive reports with payroll calculations to identify exceptions and manage availability of funds for payroll cycle • Respond to inquiries and process transactions as required for items such as: <ul style="list-style-type: none"> • Pay Differentials • Pay Advice/Info • Direct Deposits • Reimbursements • Benefits Inquiries • Deductions • Verification of Employment • FMLA • Garnishments • Retirement Information • Termination Payouts • Pay Info Password Resets (Security)



MassHR Program Communications Overview

Planned Project Wide Communications

- Roadshow presentations to executive department agencies, constitutionals and independents (January/February 2012)
- Town Hall sessions with HR community members (*February 2012*)

Progress Updates (February 2012)

- Establish a MassHR Agency Liaison Network – April and June Rollouts (*February 2012*)
- Monthly newsletter to HR community with progress updates, feature articles, and roll-out specific information like training schedules and system features (*February 2012*)
- Email updates to employees with targeted messages and announcements such as training timelines and registration (*Beginning Feb 2012 for April Rollout*)
- Deliver Transition Workshop to April Rollout Agency employees (*Late March 2012*)
- Weekly countdown messages in preparation for April and June implementations

Job Postings for Shared Services Center

- Announce managerial job postings (*late-February 2012*)
- Announce supervisor job postings (*late-February 2012*)



Self Service Time & Attendance and Shared Services Training



Training will include eLearning for all employees and approvers. Instructor-led sessions will be provided for agency/department HR and Payroll staff.

Materials	<ul style="list-style-type: none">• eLearning• Job Aids and Support Resources
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
Delivery	<ul style="list-style-type: none">• eLearning (Target Audience - All employees and approvers)• Instructor-Led (Target Audience – Agency/Department HR and Payroll Staff)

