



**Workforce Management
Assessment Findings &
Recommendations**

Prepared for:

Waukesha County

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Strategic Workforce Management

Navigating Optimal Performance

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INTRODUCTION

Workforce Insight was engaged by Waukesha County, Wisconsin in May 2010 as the result of a competitive RFP process to hire a qualified consulting firm to assess the County’s current Time and Attendance application environment.

The County employs approximately 1,500 employees across 14 departments, each with a unique mission and line of business. Most employees are represented by one of seven collective bargaining units, with about 430 employees not represented. A number of County operations (Communications, Sheriff, Health & Human Services, etc.) are staffed on a 24/7 basis and others (Parks and Highway Maintenance) experience significant seasonal variation in their schedules.

Effective workforce management in public sector is both essential and challenging. As labor typically represents 50% or more of Waukesha County’s total operating costs, municipalities that strive to be fiscally responsible to their constituents must demonstrate both efficiency and effectiveness. On the other hand, the diverse nature of the services provided – spanning from Highway Maintenance, to Parks & Land Use, to Public Safety and Health and Human Services – demands flexibility in the form of employee timekeeping, scheduling, leave and absence management solutions that support a variety of needs and requirements.

This report documents the findings of the analysis completed by Workforce Insight and provides recommendations for how the County should proceed with acquisition and implementation of an integrated Workforce Management solution.

Waukesha County has identified the following business goals/drivers to support this initiative:

- There is a need to replace the TimePro system as it is being sunset by Ceridian
- Desire to demonstrate leadership as a county through leading edge business systems and processes
- Want to put better workforce management tools into the hands of managers and supervisors to allow them to better manage their personnel and operations

MISSION STATEMENT

The mission of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.

Vision

“Waukesha County ... leading the way with quality and value.”

Core Values

Excellence, Customer Service, Fiscal Responsibility, Collaboration, Integrity, and Innovation

ASSESSMENT OVERVIEW

June 14-18, 2010, Workforce Insight conducted an on-site Assessment which included personnel interviews involving key members of Waukesha County's IT, HR, Accounting Services and Payroll departments, as well as other various departments. Workforce Insight consultants met with representatives of functional areas who are responsible for daily tasks associated with labor management and associated processes and systems for timekeeping, scheduling, leave management, attendance, and workforce analytics.

The on-site visits were conducted in 2-hour sessions at offices throughout the County. In total, Workforce Insight met with 45 employees encompassing the following 15 unique departments and/or divisions:

- Accounting Services
- Payroll
- Human Resources
- Information Technology
- Parks & Land Use
- Public Works
- Communications Center
- Sheriff
- Health & Human Services
- Public Health
- Juvenile Center
- Risk Management
- Corporation Counsel
- Clerk of Courts
- Mental Health Center

The Workforce Insight project team included Practice Director, Melanie Houston, and Solution Architect, Timothy Bernier.

The objective of this engagement was to gain an understanding of Waukesha County's existing workforce management policies and practices, confirm the organization's strategic business objectives, and recommend best practices for improved workforce management systems and processes. During these sessions Workforce Insight gathered information necessary to complete a high-level analysis including:

- Review of Waukesha County's project vision and goals, including Workforce Insight's recommendations for improvement.
- Mapping of the current state of processing at Waukesha County including how workforce management information is collected, reported and used; internal controls in place as data moves across the organization; how data is processed for pay and other purposes; and the risk associated with current business processes.
- Identification of any issues/concerns with the current processes in the areas of workforce management best practices and compliance.
- Review of current processes and functionality in the County's Ceridian TimePro timekeeping system, consideration of elimination of any current custom applications, and ability to integrate third party workforce management systems.
- Depiction of the proposed future state business processes in an environment supported by automated time management solutions, including integration with existing Information Technology systems.

- Analysis of how the converted business processes will impact efficiency and compliance with near-term, mid-term, and long-term benefits that the County seeks.
- ROI analysis to support the County's implementation of an automated workforce management solution.
- Identification of greatest opportunities for improvement in both processes and current systems.
- The ability to set accurate expectations with Waukesha County for achievable success.

The assessment interview sessions began with a review of current infrastructure and technologies and moved into discussions around current workforce management processes and operational challenges from each department's unique perspective. Each discussion was structured to encourage open, interactive participation from all attendees, focused on eliciting feedback in relation to common workforce management objectives, requirements and practices.



*Understanding
the Potential*

CURRENT STATE OVERVIEW

The assessment provided a review of each department's current state for staffing, scheduling, and labor tracking practices used at Waukesha County. A representative sample of the County's supervisors and timekeepers who are responsible for the daily collection, review, verification and data entry of timesheet data and staff scheduling were interviewed, with findings summarized in a high level process flow depicted below. Understanding the current state of how departments schedule personnel and track their labor hours helps identify the underlying needs and requirements which, in turn, helps determine the feasibility and options for implementing a fully automated and integrated workforce management solution.

Employee duties often include:

- Completion of manual timesheets indicating:
 - Daily hours worked
 - Overtime
 - Paid time off (vacation, sick, holiday, etc.)
 - Compensatory Time
 - Approval signature indicating review and approval
- Additional data entry of hours into auxiliary applications
- Manual submission of time off requests

Supervisor duties often include:

- Collection, Review and Approval of employee timesheets
- Completion of their own manual timesheet
- Approve/Reject employee time off requests
- Creation and daily maintenance of employee schedule – (both manual schedules and stand-alone scheduling applications are in use)
- Tracking and requesting overtime hours from employees based on seniority guidelines (Overtime Equalization)

Timekeeper duties often include:

- Review of supervisor approved timesheets
- Research of timesheet discrepancies and corrections based on information obtained from:
 - Employee
 - Supervisor
 - Log books
 - Scheduling systems
- Data entry of all employee timesheet data into TimePro
- Auditing and Reporting of timekeeping data on an as-needed basis

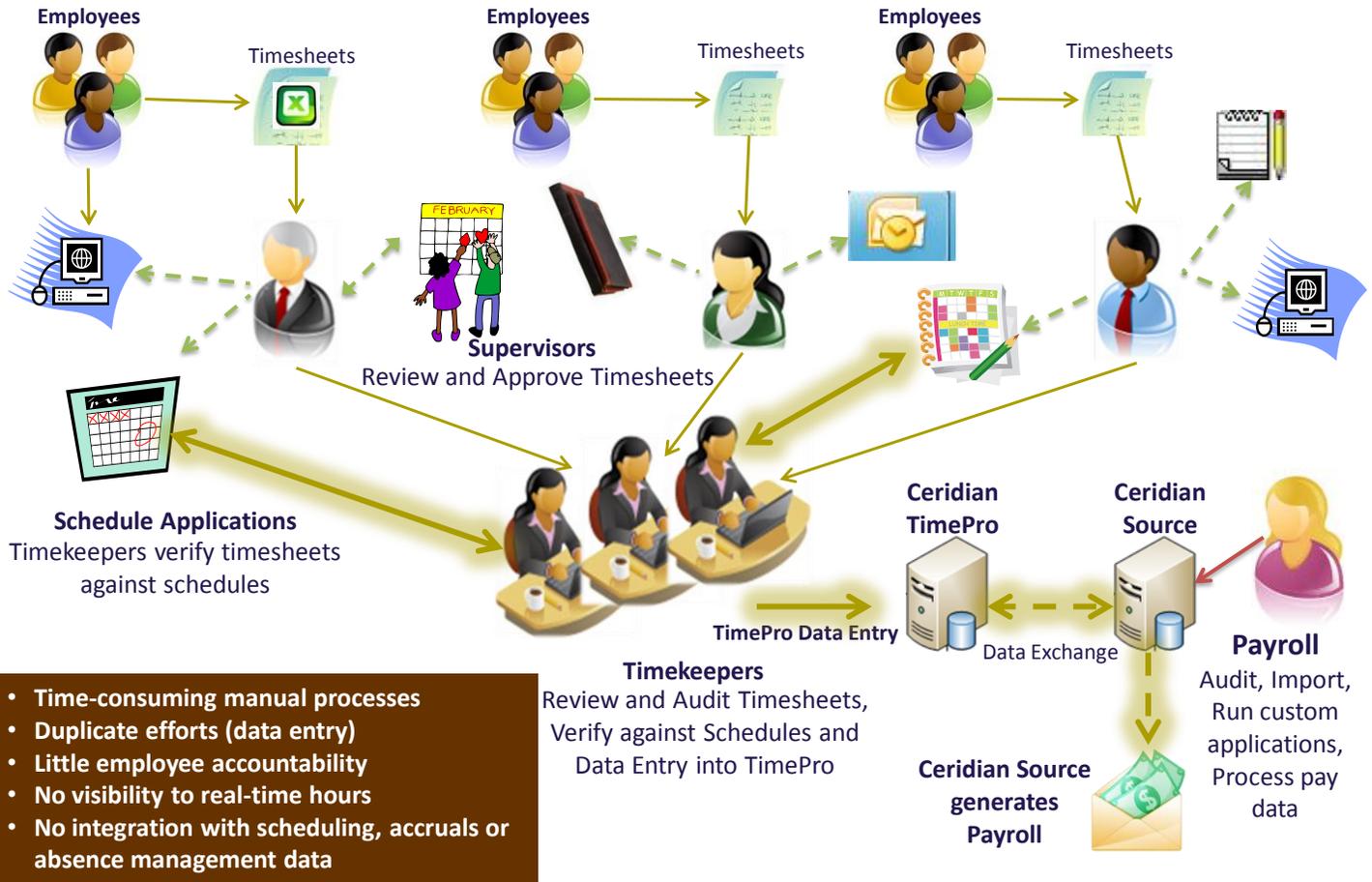
Note: Supervisor and Timekeeper duties varied across departments depending upon the administrative burden of what are today heavily manual processes.

Payroll responsibilities often include:

- Running data exchange interfaces between Ceridian Source and Ceridian TimePro
- Importing hours data from TimePro into Source
- Review and audit of submitted data
- Processing of pay data to generate payroll

CURRENT STATE TIMEKEEPING PROCESS

Waukesha County Current State Timekeeping Process



Systems Environment

The workforce management architecture at Waukesha County includes Ceridian Source 550 v7.5, providing HRIS functionality, and Ceridian Time Pro v6.05 that provides Time and Attendance functionality for data entry of hours and calculation of accrual balances. In addition, the County maintains three custom applications for the Ceridian environment to provide additional needed functionality for back pay, Comp Time and Disability Pay. The Ceridian systems are web-based, installed on Windows virtual servers, run on a SQL database platform and are available to end-users throughout the County via Citrix or web access based on defined security roles for each user. The County IT staff prefers SQL as a platform and is slowly moving away from Oracle for all applications, where possible.

The IT department maintains its own Time Tracker application for the collection of employee hours for the purpose of tracking hours against projects.

Desktop computers in use in the Courts department and District Attorney's Office are State-owned equipment and are not on the County network.

There are currently no formalized or centralized technology systems deployed for FMLA, attendance or absence management. Most departments utilize some combination of email (Outlook), Sharepoint or physical calendars to initiate and track vacation requests. While Sharepoint was meant to help serve the function of a centralized system for absence management, adoption of this functionality has been minimal.

Employee On-boarding

The Human Resources department provides the administration of the employee on-boarding process. New hire data is entered into the Ceridian Source application where, through a data exchange program initiated by Payroll, TimePro is updated with employee demographic information daily.

Each employee is provided an identification number which is used by these Ceridian systems as a unique employee identifier. The timeliness of creating and distributing these employee IDs appeared to be of concern to the Communications Center where this data is subsequently used to create employee log-ins for access to the Communications Center computer system. This issue was first identified during this assessment, and has already been reported to be resolved.

Timekeeping

Timecards and paper timesheets (some created in Excel, but still ultimately printed) are used to collect employee worked hours and related data which is, in turn, manually keyed into Ceridian TimePro and other 3rd party systems by area timekeepers and clerks throughout the various departments. For employees that earn alternate rates of pay for things such as multiple job assignments, shift pay, educational incentives, or equipment used, corresponding hours and associated codes that trigger rate levels are manually keyed into Ceridian TimePro by the area timekeepers for processing. HHS nurses are the exception to this practice where instead, due to the large volume of possible rates, their alternate rates of pay are entered directly into Ceridian Source by the Payroll Department.

Even where some form of automation exists for tracking of time, additional manual steps still prevail. For example, the IT department utilizes the Time Tracker application to record hours worked against projects throughout the pay period. At the end of each pay period, manual timesheets are still then printed, reviewed, and approved (signed)

before submitting to Accounting for manual keying of the data into TimePro. In the Communications Center, employees submit handwritten timesheets. The supervisor then types all of this data into an Excel format of the same timesheet, has Dispatch sign the printed Excel timesheet and then returns to the employee for additional signature (approval) on this second form. It is this typed version of the employee timesheet that is then delivered to the timekeeper for keying of the individual data into TimePro.

Manual timesheet formats vary by department but, in general, contain the following data elements:

- Employee Name
- Employee Number
- Pay Period Dates
- Hours per Day
- Pay Code Allocation
- Period Totals
- Overtime Worked
- Employee Signature
- Supervisor Signature
 - Activity Code
 - Equipment Code
 - Project Code

The image displays two examples of timesheet forms. The top form is a digital spreadsheet for the 'Mental Health in Patient Department' for employee 'Doe, John'. It includes a grid for days of the week (3/13 to 3/26) and columns for 'Pay Code' and 'Total'. A legend at the bottom lists various pay codes such as '1 Regular Pay - 1st Shift', '4 Sick', '3 Vacation', and '2 Holiday'. The bottom form is a handwritten 'TIME CARD' for the same employee, dated 12/22/09. It features a table with columns for 'SEC', 'PROJ', 'A/C', 'RATE', and 'HRS'. Handwritten entries show rates of 33.61 and 19.77, and hours of 1.50 and 8.0. The total hours are calculated as 9.0. The form includes a signature and an 'APPROVED' stamp.



Approvals

Approval of employee timesheets is a manual process throughout the County. Each employee is responsible for the timely submission of their own timesheet. While encouraged to complete their timesheet daily, submission of the completed timesheet is only required at the conclusion of each bi-weekly pay period. This process requires employees review and sign their timesheets, signifying its accuracy and their approval of same. In turn, departmental supervisors review and approve each timesheet as well. Because timesheets are on 'due' every two weeks, timekeepers and supervisors often spend time chasing down their employees to get the needed information submitted on time.

As employee and supervisor approved timesheets are passed to departmental timekeepers for data entry into TimePro, another review process often follows, providing even closer scrutiny for accuracy. This review process

includes a comparison of timesheets against data managed in various scheduling systems and/or building access systems. Typically the schedule data is kept current (edited after-the-fact to reflect actuals) and relied upon as a more trusted source of actual employee time for pay purposes.

While the current review and approval process is rather thorough, it is time consuming and cumbersome and in some way relieves the employee of being ultimately accountable for accurately reporting their time as they know it will get corrected by others as needed during the review process.

Payroll

The Payroll department is responsible for importing data from TimePro into Ceridian Source on a bi-weekly basis for processing of hours data to generate payroll. They are also responsible for exporting data from Ceridian Source to TimePro to ensure ongoing accuracy of County-wide employee demographic data for timekeeping purposes.

Payroll does not perform any manual entry of timesheet data, which is all done at the department level. They do, however, coordinate the completion of this task and also provide an additional review/audit of the time data entered. This review/audit process has historically not identified any errors and is very time-consuming, resulting in sixteen hours of staff time per pay period (every two weeks) with no resulting value-add.

Waukesha County has unique needs for the calculation of Compensatory Time (Comp Time). Ceridian developed a custom program to meet the needs of Waukesha County in this area. Comp time for Waukesha County is broken into four categories where employees are paid out automatically if they exceed their comp time balance according to the rules of a particular category.

The custom application also handles Year End Payout (YEP) of Comp Time. This application captures data entry for each employee who elects to retain hours of comp time. The program executes payout of all comp time balances of employees except for hours which have been previously converted to hold over.

Ceridian also developed a custom program to meet the needs of Waukesha County in the area of disability pay and disability tracking. The disability pay program for Waukesha County is broken into three functional categories: Claims Manipulation, Employee Pay Processing and Money Pay Back.

- Claims Manipulation: This is the addition, update and deletion of claims per employee.
- Employee Pay Processing: By executing this option, data is read in TimePro, pay is calculated, written to custom history tables and written to CycleData in Source 500.
- Money Pay Back: This allows Waukesha County user(s) the ability to take benefit hours and money back from the employee and award dollars and hours in the disability pay codes needed. The data entered is written to the Source 500 CycleData table and historical custom Source 500 tables.

The Payroll department is responsible for running each of these custom applications as well as the actual processing of payroll in the Ceridian Source 500 application.

Absence Management

Employee absence (Vacation, Sick, FMLA, Jury Duty, Military Leave, etc.) can have a huge impact on any organization. Whether the absence is planned, incidental, or extended it impacts scheduling, staffing levels, costs, risks and productivity. The ability to track planned and unplanned absences can have considerable payback for an organization if properly managed.

At Waukesha County an assortment of methods (all manual) are used for the administration of absence management and, in some cases, area timekeepers and supervisors must reference and maintain multiple manual systems to reconcile absence data. Some of the methods currently in use include log books, paper calendars, email, Outlook calendars, and Sharepoint.

Because employees, area timekeepers and supervisors do not have easy access to real-time data, it becomes difficult to verify available leave balances prior to granting requested time off, approving sick time, etc. While accrual balances are provided on employee pay stubs and reports from Ceridian that are available to supervisors, in both cases the data is only as accurate as of the close of the last pay period. The ability to view real-time accrual balances does not exist; nor does the ability to project future pending balances when considering employee time off requests for future dates.

Attendance

In addition to employee absenteeism, attendance infractions such as repetitive sick time, late arrivals, early departures and extended breaks can also have a significant impact on an organization. While employee absence management is a very visible process in most organizations, attendance management is often overlooked and can easily contribute to time theft, inconsistent pay practices, low employee morale and even employee grievances.

At Waukesha County there are inconsistencies in the enforcement of attendance policies being applied at and within the departmental level. Each department/supervisor appears to have the ability to interpret and enforce attendance policies subjectively. While some departments, such as the Sheriff, have a formal attendance policy, many do not. Most areas use a different method to track and respond to attendance issues. The lack of established and consistent organizational or departmental attendance policies may cause disciplinary action by supervisors to be perceived as subjective and inconsistent creating challenges in ensuring equitable treatment of all employees.

The lack of standard and well-documented attendance policies and an enterprise-wide mechanism for tracking the administration of attendance makes it difficult to monitor at an HR level and insure consistency and fairness (for either reward or disciplinary purposes) throughout the County.

Scheduling

Knowing which employees are scheduled and when, followed by effective monitoring of actual worked hours to that schedule are integral to effectively managing labor hours. While the majority of Waukesha County employees follow a consistent work schedule, employee schedules in some of the departments such as Communications Center, Juvenile Center and Sheriff are more dynamic due to the nature of their 24/7 operations. In these specialized departments, flexible and comprehensive scheduling tools are essential. Each of these departments uses a separate third-party scheduling application to manage their employee shift schedules.

While each department uses an employee scheduling method (whether an automated third-party application or a manual process involving Excel, paper calendars, Outlook, etc.), all of the processes evaluated were labor intensive and did not provide any integration to timekeeping, real-time accruals or absence management data. Also, excessive time is spent maintaining schedules (after-the-fact) in an effort to insure accurate accountability of employee time and staffing, to the point where this data is a more trusted source of timekeeping data than the manual timesheets being submitted by employees. For example, in the Corrections department where the inTime scheduling application is used and maintained throughout the day and pay period, manual timesheets are compared to the applicable amended schedule for that period and, where there are inconsistencies, employees are asked to edit, approve and resubmit their timesheets accordingly.

AUXILIARY SYSTEMS REVIEWED

As part of the overall Workforce Management Assessment, additional applications in use throughout the County with an element of a scheduling and/or timekeeping component as part of their process and functionality were reviewed. The purpose of this review was to:

- ✓ Identify any redundancies in functionality provided by each system that could be eliminated with the implementation of a new workforce management solution
- ✓ Determine if each system provides other value in addition to scheduling and timekeeping functionality and therefore cannot be replaced
- ✓ Identify the potential for any viable integration to or from the proposed new workforce management solution with the existing application
- ✓ Identify any industry best practices for process improvements with or without each application

The following chart provides a summary of our assessment of each of these systems.

Application	Comp Time Pay Out Application	Disability & Pay Back Application	CHEMS (County Highway Expenditure Microcomputer System)	inTime
Department	Payroll	Payroll	DPW - Highway	Sheriff
Primary Use	Used within the payroll process to pay out exceeded Comp Time balances and Year End Payout	Used within the payroll process to administer disability pay and disability tracking. Handles claims manipulation, employee pay processing and money pay back	Tracking of hours worked per employee, equipment used, materials used per job, and state or county road indication. Generate reports for state reimbursement.	Staff scheduling application used to manage scheduled shifts, time off, post assignments and special events
# of Employees Served	All County employees	All County employees	63 Patrol Workers and Superintendents	~ 120 Correctional Officers
How integral is timekeeping component to overall functionality	While this application does not contain a timekeeping component, it is essential to the overall payroll process	While this application does not contain a timekeeping component, it is essential to the overall payroll process	Only worked hours need to be tracked in order to generate invoices for reimbursement	Scheduling application only, but as currently maintained provides more accurate timekeeping data than manual timesheets
Can functionality be replaced by new workforce management solution?	Only if all rules related to Comp Time can be automated	No. Disability pay is typically outside the scope of a timekeeping solution	No - CHEMS also contains asset data, billable rates, and tracks vendor invoices of raw materials	Yes - if new solution can provide same advanced scheduling functionality
Commercial Product or Homegrown	Homegrown	Homegrown	Commercial - (Graytech)	Commercial - (InTime Solutions)
External Support Available	Ceridian or other 3rd party	Ceridian or other 3rd party	Yes - Graytech Periodic rate downloads available	No
Networked or Standalone	Networked	Networked	Standalone - DOS-based	Standalone - Application installed on multiple workstations, with single database on shared network drive
Integration Points	Ceridian	Ceridian	None - All worked and non-worked hours tracked, but not integrated to TimePro	None - Manual timesheets verified to inTime schedule before manual entry to TimePro
Comments	Created by Ceridian for Waukesha	Created by Ceridian for Waukesha	Online ChemsPro version being developed - not in use yet	Identifies if employee is being scheduled to position not qualified/entitled to work. Manual Benefit Bank Sheet maintained to track employee benefit hours available/used

Application	FleetFocus (aka eFleet)	FacilityFocus	inTime
Department	DPW - Fleet	DPW - Facilities	WCC
Primary Use	Fleet management application related to the fixed asset management and maintenance of vehicles and equipment. Used to track all fleet work orders and hours and parts applied to each repair.	Facility repair work order tracking application for internal tracking of repairs and invoicing to enterprise accounts	Staff scheduling application used to manage scheduled shifts and time off
# of Employees Served	~12 mechanics	~22 mechanics	~50
How integral is timekeeping component to overall functionality	Hours tracked on each vehicle repair are integral to tracking hours per job. Direct and Indirect hours per employee are also integral to tracking overall productivity and billable efficiency	Not integral to managing hours spent on work orders. Employees accounting for full days	Scheduling application only, although very accurate for tracking total hours
Can functionality be replaced by new workforce management solution?	No - FleetFocus serves a specific purpose for fleet management. Extensive data required for each task worked.	No - FacilityFocus serves a specific purpose for work order management.	Yes - if new solution can provide same advanced scheduling functionality
Commercial Product or Homegrown	Commercial - (AssetWorks)	Commercial - (AssetWorks)	Commercial - (InTime Solutions)
External Support Available	Yes - AssetWorks	Yes - AssetWorks	No
Networked or Standalone	SaaS (Hosted) @ AssetWorks. Thin client installed on each workstation	Client-server application, SQL server db	Standalone
Integration Points	None - Manual time cards completed for entry into TimePro Export of timekeeping data could be feasible	None - Manual timesheets completed for entry into TimePro Identipass system also used to track In/Out punch times	None - Manual timesheets completed for entry into TimePro
Comments	Direct and Indirect hours tracked Only about 25% of functionality being utilized Manual data entry by each mechanic	Intranet work order request feeds FacilityFocus Work orders printed or emailed	Inaccurate shift totals Good report writing tool No employee self-service

Application	PeopleLink	Avatar PM	WiSACWIS
Department	HHS	HHS - Outpatient Clinic	HHS
Primary Use	A/P system providing case management functionality, and used as front end client master index for integration to other applications	A/R system providing billing and practice management scheduling	Statewide system used for tracking of client/family hours spent by case and social workers
# of Employees Served	525 users 340 employees enter time into application	100 users ~40 employees have client time entered via scheduling system. Additional staff time manually keyed into Avatar PM	130 users 45 users entering time on case notes
How integral is timekeeping component to overall functionality	Only Public Health is tracking full 8hr days. All other hours tracked are relevant only to case management activities. Some staff use to track hours devoted to various project work.	Only patient care hours are tracked for billing purposes. No timekeeping component for payroll Staff hours tracked for group appointments	There is no timekeeping component involved. Time is tracked by client
Can functionality be replaced by new workforce management solution?	No - PeopleLink functionality is specific to HHS Case Management.	No - AvatarPM functionality is specific to HHS need for A/R and practice management	No - This is a statewide reporting application with its own specific functionality needs
Commercial Product or Homegrown	Homegrown	Commercial	Commercial (State of WI)
External Support Available	No	Yes - Netsmart Technologies	Yes
Networked or Standalone	Networked	Networked	Online
Integration Points	Many - To AvatarPM (limited), WiSACWIS, BAS, but not to TimePro Billable time and activity is generated onto a report and then keyed into AvatarPM	From PeopleLink for limited data No integration to TimePro	None
Comments	Project underway to replace current application - move away from Oracle platform	Any non-patient care hours are tracked internally only and not used for other purpose, however, auditors recommended tracking all time for management purposes	State required reporting

Application	HSRS	VssPRO (Visual Staff Scheduler Pro)	LandCIS
Department	HHS	HHS - Juvenile Center	PLU
Primary Use	Monthly state reporting tool for sending data related to client cost of services	Staff scheduling tool for managing worked shifts and time off for all Juvenile Center staff	State and local grant reimbursement tracking. Also used to satisfy annual audit of state grant expenditures
# of Employees Served	N/A	~ 20 employees	12
How integral is timekeeping component to overall functionality	N/A - No timekeeping component involved	Scheduling application only, although very accurate for tracking total hours. Manual timesheets compared to this schedule before entry into TimePro	Primarily used to track hours worked on grants. Occasionally used to justify permit fees. No need for tracking non-worked hours
Can functionality be replaced by new workforce management solution?	N/A - No timekeeping component involved	Yes - if new solution can provide same advanced scheduling functionality	No - Application is still required to track grant expenditures. Although data may be captured elsewhere, entry may still be manual unless state auditors will allow alternate tracking solution
Commercial Product or Homegrown	Commercial (State of WI)	Commercial (Off the shelf)	Commercial (State of WI)
External Support Available	Yes	No - never needed	Paid support by developer only. State no longer supports application
Networked or Standalone	Online	Standalone	Client installed application with shared database
Integration Points	PeopleLink sends client data file (no employee timekeeping data)	None - Manual timesheets verified to VssPro schedule before manual entry to TimePro	None
Comments		Entire calendar year scheduled at once Location assignment monthly rotation is separate to VssPro Employee covering for other employee does not necessarily work empty shift Posted schedule manually created from this data	Less data required by state than previously Built on Access '97 database

ISSUES & IMPACT

Workforce Insight has outlined our findings and recommendations in the following table to aid evaluation and discussion of next steps. These items have been reviewed with the County’s core project team and their feedback has been incorporated as a result.

#	ISSUE	BRIEF	POTENTIAL IMPACT
1	MANUAL TIMEKEEPING PROCESSES	County departments currently rely on a multi-step manual process for employee timekeeping. These processes vary by department, but typically require employees, administrative personnel and supervisors complete, review and edit time in multiple areas/systems. As a result, timekeeping activities are time-consuming, error-prone, require repetitive activities, and invite opportunities for non-compliance with union and governmental pay requirements. In addition, they allow for limited capabilities to provide both managers and employees with actionable information. In short, manual processes offer no-value add and, as such, detract from Waukesha County's ability to be efficient and effective in managing their operations most cost effectively.	<ul style="list-style-type: none"> · Non-value added administrative burden resulting in lost productivity for employees, supervisors and clerks · Error-prone tracking of: <ul style="list-style-type: none"> o Overtime allocation/equalization o Grants o Job Function/Activity · Management of County's largest controllable expense (labor) is reactive vs. proactive · No visibility to real-time hours <ul style="list-style-type: none"> o No ability to track and react to unscheduled OT situations o Inefficient tracking of non-worked hours · Potential for time theft
2	APPROVAL OF EMPLOYEE TIME WORKED	WC's current manual timekeeping environment makes it difficult to manage the linear requirement for employee submission of time. This process requires 1. employee completion and submission of manual timesheet; 2. department clerk review and audit (against 'final version' of department schedule); 3. supervisor review-edit- approval; 4. entry into TimePro for payroll processing. This process can take one or many iterations per employee per pay period and, as a result, in some cases employee time submitted for pay is altered by supervisors and/or clerks without final approval by the employee.	<ul style="list-style-type: none"> · Potential for grievances and/or Department of Labor (DOL) issue with data being modified without employee knowledge
3	AUDIT OF EMPLOYEE TIMEKEEPING RECORDS	The ability to effectively audit employee time records is essential to organizational oversight and accountability. Waukesha County currently has no consistent or easy ability to identify, track or analyze when and why supervisors, administrators or payroll make edits to employee time records. It is also difficult to audit the original data submitted and approved on the manual timesheets against the data actually entered into TimePro for payment.	<ul style="list-style-type: none"> · Potential for employee grievances and/or Department of Labor issues. · Concern for accuracy of data entry from manual timesheets into Time Pro results in some degree of additional audit by staff that almost never actually identifies any errors. Added checks and balances (to ensure data integrity adds to) result in increased, unnecessary administrative costs. · Manual process does not provide the ability to manage by exception, only reviewing timesheets with questionable data.

#	ISSUE	BRIEF	POTENTIAL IMPACT
4	SCHEDULING	Waukesha County has the need for a variety of employee scheduling capabilities, some 'basic' (to enhance timekeeping, leave management and reporting) and some 'advanced' (to ensure proper staffing coverage, skills mix, qualifications, etc. for Sheriff, Communications Center, and Health and Human Services). Currently, scheduling is either done manually or in a 3rd party automated system. And, because timekeeping and tracking of real-time accrual balances is manual, staff must maintain and refer to multiple data sources to schedule their operations effectively.	<ul style="list-style-type: none"> · Time-consuming and error-prone · Requires excessive attention and oversight by high-level staff to ensure accuracy · Difficult to proactively manage overtime costs and overtime equalization · Schedules have become the trusted data source for actual employee time worked which is counter to best practices where employees are responsible to report their time accurately. · Schedules being modified after the fact, to reflect actual employee time worked, results in the ability for department managers to analyze scheduled versus actual hours
5	AUXILIARY SYSTEMS	Many departments utilize additional applications within the course of providing their business service, many of which capture hours associated with providing these unique services. Often both worked and non-worked hours are captured to provide a localized application of workforce management data for tracking, trend reporting, and overall employee review and management.	<ul style="list-style-type: none"> · Duplicate entry of timekeeping data is inefficient and can lead to discrepancies · Creation of data silos storing extraneous workforce management data that lacks ability for sophisticated analysis · No integration to other existing workforce management systems (i.e. Ceridian)
6	GL & GRANT TRACKING	Several departments noted the need to track both wages and benefits against GL accounts for departmental distribution (chargebacks) or grant usage. This is often difficult in a manual environment, and is compounded by the lack of wages, hours and benefits being maintained in one system. Auxiliary applications are often utilized to capture this extra data for tracking and reporting to outside entities.	<ul style="list-style-type: none"> · GL may have erroneous reportings of wages and benefits · Grant reporting from systems other than payroll may results in reporting discrepancies (usage reported vs. payroll actually paid) · Inability to stop employees from working beyond allotted grant expenditures · Time consuming reporting process leaves potential for error
7	ALTERNATE PAY RATES	Employees (Sheriff - Patrol officers, HHS - Charge Nurse, etc.) may earn alternate pay rates for various reasons, some of which might include working multiple job assignments, the particular shift worked, educational incentives and/or the equipment used. There is often also the need for proper GL and/or grant tracking of hours worked. Most alternate rate scenarios are being handled via manual intervention outside of the regular timesheet entry process.	<ul style="list-style-type: none"> · Inaccurate record-keeping · Incorrect pay rates · Added expenditure for paper forms and file storage · Difficult supervisor approval process

#	ISSUE	BRIEF	POTENTIAL IMPACT
8	ABSENCE MANAGEMENT	<p>The process for requesting and tracking excused or unexcused absences is manual, decentralized and error-prone. This can result in overpaying employees, or allowing them to take time off for which they are not entitled. Current process lack the ability to incorporate time already scheduled off in the future, in order to provide a more accurate reflection of each employee's current accrual balance.</p> <p>No workflow for approval process.</p> <p>Each department/supervisor has his/her own methods and tools for managing this process.</p>	<ul style="list-style-type: none"> Decentralized and fragmented leave request process Practice varies by department Multiple record-keeping sources which leads to inconsistencies (Log Books, Calendars, Outlook, etc.) Lost time/productivity while seeking supervisor approval Potential compliance issue for FMLA management if allowable leave is not utilized and tracked properly Poor visibility to future schedule time off and/or resulting current accrual balances Employees unaware of benefits they have available (reporting on pay stub is only accurate as of end of last pay period)
9	ACCRUAL BALANCES	<p>Accrual usage is tracked manually on timesheets, entered into TimePro and resulting balances printed on employee pay stubs. This may often lead to over usage of available leave hours, with little visibility to accurate current balances and a manual approval process.</p>	<ul style="list-style-type: none"> Balances reported on pay stubs are already outdated Poor visibility to available balances in a centralized system leads to disparate spinoff tracking methods Employees are not blocked from requesting/taking more time off than entitled Inefficient data entry process - entry of time not blocked until TimePro (after time has already been used)
10	ATTENDANCE MANAGEMENT	<p>While the County permits each department to set forth their own attendance policies based on need, the lack of standardized attendance policies in some departments may result in inconsistent treatment of employee attendance infractions (tardy, excessive breaks, etc.). Each department and/or supervisor is left to administer their own disciplinary program, which may not include equitable application to all employees alike.</p>	<ul style="list-style-type: none"> Disparate enforcement of attendance policies by supervisors Lowers employee satisfaction/morale over unequal discipline practices No centralized visibility to attendance events or trends, for performance reviews Potential for union grievances over inequitable treatment
11	FMLA ADMINISTRATION	<p>FMLA usage appears to be under control, with only minimal concern noted in some departments. The qualification and administration processes are manual, with most of the activity contained within the HR department. The process does include various steps with some redundancy and multiple resources handling personnel files.</p>	<ul style="list-style-type: none"> Only HR is completely aware of the entire administration process With multiple resources touching paper files, this increases the opportunity for error Intermittent FMLA may go unnoticed and not paid accurately Follow-up is dependent upon a manual process, often in the form of calendar reminders

#	ISSUE	BRIEF	POTENTIAL IMPACT
12	COMPENSATORY TIME	The use of Compensatory Time at Waukesha County is abundant, but the administration process can be cumbersome. Employees specify manually on timesheets whether additional hours worked are to be treated as OT or Comp Time. Different employee groups have different maximum Comp Time balance limits, with the overflow being immediately paid out each pay period, if reached. End of Year process adds additional complexity as entire Comp Time balances are paid out, less amounts requested by employee to be held over. FLSA Comp Time versus Regular Comp Time is a completely manual calculation. A minimally supported custom solution is in place to administer the process of paying out Comp Time.	<ul style="list-style-type: none"> · Error-prone process may result in inaccurate pay · Process relies on employee activity to request CompTime in lieu of OT, and annual holder amounts · FLSA Comp Time vs. Regular Comp Time is a completely manual calculation · Difficult tracking of earned and used Comp Time. Note: Highway has an additional winter requirement of not being able to use any more Comp Time than is earned in the same pay period
13	OT TRACKING & EQUALIZATION	In addition to manual timesheets, OT incurred is often tracked in additional log books (multiple formats) for purposes that include tracking where OT is being worked, offering of OT based on seniority, and awarding credits for working OT shifts. The processes across the County are disparate with no centralized visibility or ease of tracking.	<ul style="list-style-type: none"> · Create administrative burden creating lost productivity for employees, supervisors and clerks · Inaccurate record keeping · Inability to quickly respond to OT demands until all data is collected and recorded
14	SUBCONTRACTORS	Some departments (IT and Housekeeping) utilize outside contractors, and find it difficult to track the hours worked by these resources. There is a desire to track their hours without paying them through the County's payroll process.	<ul style="list-style-type: none"> · Poor visibility to actual hours worked by subcontractors · Difficulty rationalizing vendor invoices
15	ADMINISTRATIVE STAFFING	The county has injected many people into the current manual timekeeping process to handle the administrative burden and provide integrity. However, this results in excessive administrative costs with often no real value added. With the implementation of an automated workforce management solution, perhaps the elimination or re-allocation of FTE resources can be achieved	<ul style="list-style-type: none"> · Multiple employees performing the same repetitive job functions · Excessive time spent on data entry tasks that keep supervisors/managers away from actual staff management · Redundant auditing of data with perhaps no real value add · Poor visibility to actual hours worked by subcontractors

#	ISSUE	BRIEF	POTENTIAL IMPACT
16	PAY POLICIES	The County does not have a single set of clear and concise documented payroll and timekeeping policies and procedures. This void allows individual departments and supervisors to follow their own guidelines, and can lead to ineffective pay practices and inconsistent treatment of employees.	<ul style="list-style-type: none"> · Inconsistent pay practices can lead to union grievances · Employees may challenge various pay practices and lead to Department of Labor inquiries and audits · Employee morale and performance may be impacted due to inequitable treatment
17	DISABILITY PAY	The County maintains a minimally supported Ceridian custom program to meet the needs of Waukesha County in the area of disability pay and disability tracking. The disability pay program for Waukesha County is broken into three functional categories: Claims manipulation, employee pay processing and pay back.	<ul style="list-style-type: none"> · Application is only minimally supported and dependent upon the Ceridian Source environment · Access to this application is limited to the Risk Management and Payroll departments

RECOMMENDATIONS

Upon completion of the Workforce Management Assessment and subsequent analysis of Waukesha County's current workforce management processes, Workforce Insight recommends the following course of action:

- Proceed with procurement and implementation of an automated third party Workforce Management solution that:
 - Spans the organization – A single enterprise-wide solution will have the lowest total cost of ownership, alleviate current administrative burden and eliminate non-value added manual processes, and provide improved information for reporting and analysis.
 - Is comprehensive and fully integrated – Solution is inherently integrated with modules for Timekeeping, Accruals, Scheduling, Absence Management, and Attendance Management.
 - Utilizes automated data collection with options for multiple configurations of devices such as data terminals (time clocks), biometrics, and telephone, and may be used in different ways for various employee and even subcontractor groups.
 - Provides the capability for bi-directional integration to the County's existing Ceridian HR/Payroll system (Source 550), as well as the potential for future growth and integration with other applications throughout the County (e.g. FleetFocus, FacilityFocus, CHEMS).
 - Is easy to learn and use and, therefore, will have a high adoption rate by all employees.
 - Provides electronic signature approval and workflow with complete audit trail capabilities.
 - Supports the ability to manage by exception, allowing supervisors to minimize their level of effort to review, edit and approve employee timecards.
 - Contains the ability to store wages and allocate time and wages by cost center or activity.
 - Can accurately track and calculate pay for employees who earn alternate rates of pay based on job assignments, shift worked, equipment used, educational incentives, etc.
 - Includes full functionality in the area of absence management, including the ability to help track and manage both paid and unpaid leave (Vacation, Sick and FMLA, and allows employees to request time off electronically with validation against current and future available leave balances.
 - Integrates real-time accrual balances providing employees with visibility to leave balances. Provides integration to Ceridian for proper updating of GL data and reporting on employee pay stubs.
 - Provides the ability to automate the administration of attendance discipline, allowing for robust configuration of multiple attendance policies and application of them to different employee groups.
 - Includes the configuration and processes necessary to administer the County's Comp Time program, including requests, payouts and holdovers, without need for external custom applications.
 - Contains the ability to effectively manage overtime and the equalization process of offering overtime to employees based on current departmental requirements, such as by seniority or OT credits earned.
- Implement and support the new system with "best practices" – Where practical and beneficial, modify existing business processes to follow pay industry best practices.

- As a precursor to the implementation of an automated Workforce Management solution, create formalized County-wide pay policies and procedures which can be supported by the new WFM solution and includes periodic review and inspection by HR/Payroll. These written policies should outline the responsibility and timing for employees, supervisors, administrators and payroll personnel to review/edit and approve employee time prior to payroll processing Administration.
- Provide training for all managerial staff to insure consistent understanding and compliance with all policies and procedures. This training should identify for supervisors when and how it is acceptable to edit an employee's time record.
- Evaluate each auxiliary system for potential and future integration with this solution, as need and resources will allow, or replacing them. Potential systems to be replaced by the new WFM solution include: Custom Comp Time application, InTime and VssPro. Systems that may benefit from integration with the WFM solution include: FleetFocus, FacilityFocus and CHEMS.
- Insure implementation of standard attendance policies and procedures at the department level, and automate the administration of this process within the implemented Workforce Management solution. Chosen solution must allow for robust configuration of multiple attendance policies and application of them to different employee groups.
- Automate FMLA administration within an integrated Workforce Management solution. Educate supervisors on FMLA policies and procedures, involving them more in the front-line process.
- Include the tracking of worked hours by subcontractors with an automated Workforce Management system that can segregate this group, providing reporting capabilities without processing those hours for payroll.
- Implement an automated Workforce Management solution with integration directly to Ceridian, eliminating multiple data entry points, and improving accuracy and timeliness of the payroll process. Where possible, reallocate resources to other duties thereby maximizing the use of each employee's time.
- At this time, due to the specialized needs of the County regarding disability tracking and payment, there is no recommendation for replacement of the County's custom disability application. Should the Ceridian Source HR/Payroll application ever be replaced, the disability functionality will need to be re-evaluated. Integration between this application and the new Workforce Management solution will be essential to the payroll process.

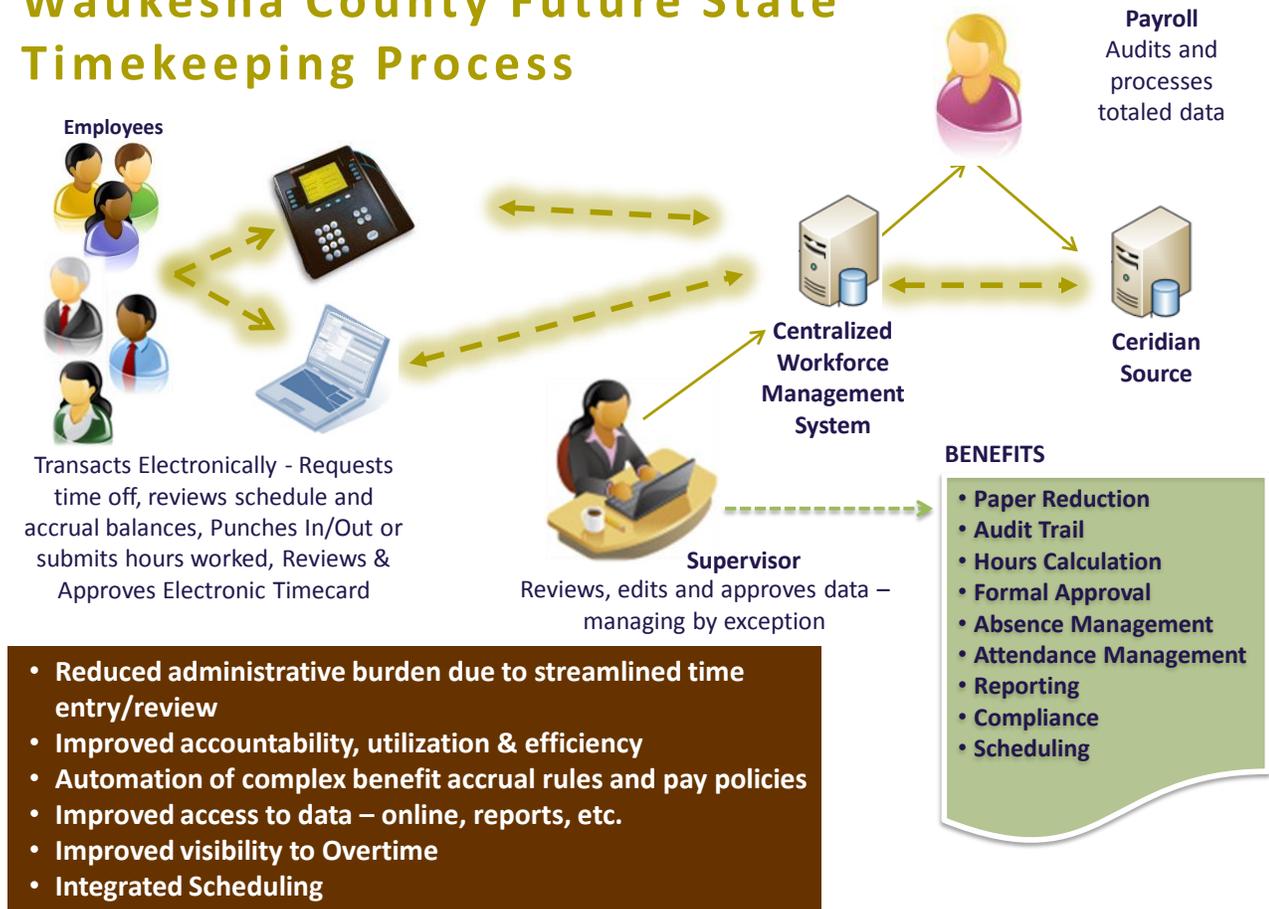
If implemented correctly, standardization and automation of Waukesha County's workforce management process will achieve significant results. Through automation of the timekeeping, scheduling, leave and absence management processes, Waukesha County will:

- Streamline its administrative processes, reducing administrative burden and costs and improving payroll efficiency
- Increase the County's financial accountability and transparency through improved management and control
- Ensure continued compliance with Federal, State and local labor laws
- Improve employee utilization and productivity
- Provide better access to real-time information for administrators, supervisors and employees

PROPOSED FUTURE STATE TIMEKEEPING PROCESS

Based on a review of Waukesha County’s current workforce management processes, and input from discussions with County personnel on what would work best for the organization, Workforce Insight proposes the County implement an enterprise automated solution depicted as follows:

Waukesha County Future State Timekeeping Process



The future state timekeeping process at Waukesha consists of all employees transacting electronically through some form of automated data collection device, such as a network connected pin/badge swipe punch data collection terminal and/or their own PC workstation directly into the application. Employee punch or hours worked data is able to be reviewed and approved electronically by both employee and supervisor, before data is electronically integrated directly into Ceridian Source for payroll processing each pay period.

Besides the obvious transaction functionality and efficiencies gained by such an environment, other examples of use of the system may also include employees performing electronic transactions to request time off, which are restricted based upon accurate current accrual balances and then workflow enabled to notify the respective supervisor for review and approval/rejection of the request. Approved requests are automatically inserted into the employee’s schedule, which triggers additional downstream activity for filling of open shifts, etc., and automatically delivers the necessary pay code hours on the employee’s electronic timesheet during the pay period where the time off is taken. Through a simple transaction on the front end, the administrative burden and multiple manual steps involved currently to insure this employee is paid are mitigated.