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A Higher Standard

Review of the City's Time, Attendance and Scheduling System





City of Guelph

Final Report

13th December 2019

Private and Confidential

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Context

This engagement seeks to identify ways of improving the Time, Attendance and Scheduling processes at the City of Guelph

The Provincial Government has provided funding to support municipalities to conduct service reviews and identify changes that will increase their efficiency

The City of Guelph (the City or Guelph) has chosen to conduct a focused review of its Time, Attendance and Scheduling (TAS) processes.

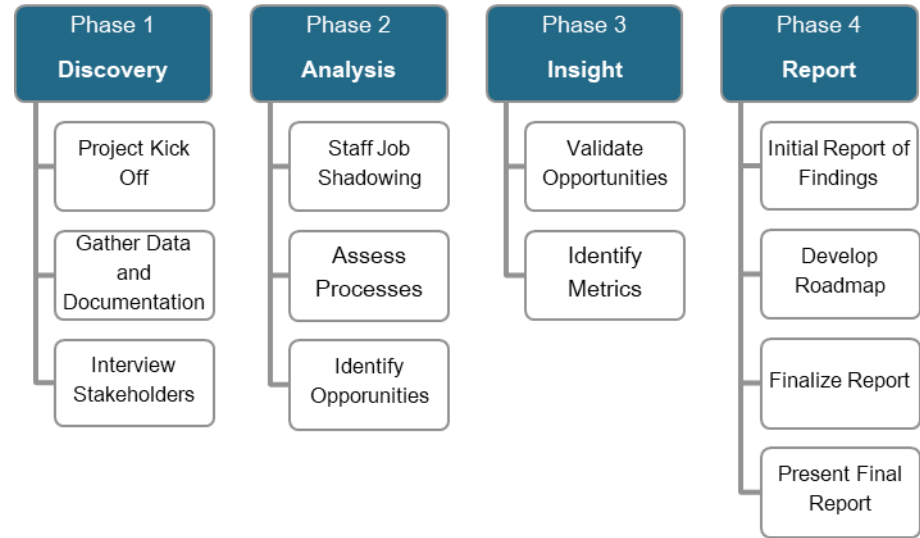
- ▶ The City recognizes that it has not modernized the TAS systems and processes for many years. Additionally, the City's Internal Auditors recently conducted a payroll process audit that commented on the manual nature of the time and attendance processes at the City.
- ▶ Since TAS affects all staff, any inefficiencies are greatly magnified. Five minutes of extra time to follow the TAS process, multiplied by the City's almost 2000 staff times 52 weeks a year, quickly adds up to over 8500 hours of lost productivity.

This review applies Lean principles to the TAS systems and processes to identify opportunities for improvement

Specifically we:

- Conducted a full review of TAS process, system and data flow
- Documented the current state business processes and roles
- Determine how to leverage current systems and technologies
- Provided recommendations on immediate and long-term improvements
- Developed a road map to implement the improvements

The diagram to the right shows our approach to the work.



We used Lean principles as the basis of our assessment

Lean is an approach to process improvement that focuses on three areas - waste, flow and automation

Automation identifies tasks that computers could perform, typically these are information processing tasks that do not require judgement and they are governed by a set of clearly defined business rules.

- ▶ Flow is the smooth movement of a work product through a process. Times when work cannot flow, by design or process failures, will indicate opportunities to improve the process from the customer's perspective.
- ▶ Waste are activities that do not add value in the eyes of the customer. The chart below highlights the common types of waste that occur in a process.



Defects

Time spent doing something incorrectly, inspecting for errors or fixing error



Overproduction

Doing more than what is needed by the customer or doing it sooner than needed



Waiting

Waiting for the next process or work activity to occur



Unused Talent

Underutilizing staff talents, skills and knowledge



Transportation

Waste from unnecessary movement of the work product in a system



Inventory

Excess inventory cost through purchasing, storage, spoilage and wastage



Motion

Unnecessary movement of employees in the system



Excess Processing

Doing work that is not valued or helps in the process



Findings

We captured information on the TAS process by observing staff directly

We met with representatives responsible for time and attendance across the City

We sat with each representative to observe and capture the activities associated with their time and attendance process

- ▶ From the information gathered through the sessions, we documented the various TAS processes conducted across the City.

The City does not have one standard time and attendance process

Within each step, there is an excessive amount of paper and manual entry. The City has not taken advantage of the various automated features Kronos has to offer.

- ▶ Due to the manual nature of the processes, the various divisions have created extensive reviewing processes to identify and correct errors.

There are six key steps that occur in all the time and attendance processes

However, the activities that occur within each of the steps vary greatly across the City's divisions.



On the following pages, we describe each of the steps today and identify the waste in those activities at the foot of the page.

We observed the time and attendance process for the following City divisions:

- Arena
- CAO's office
- EMS
- Engineering
- Fire
- Human Resources
- Library
- Operations
- Parks and Forestry
- Police
- Public Services
- Recreation
- River Run
- Solid Waste
- Transit
- Wastewater

- ▶ The processes we observed covered three groups of employees:

- Non-union management employees (NUME)
- Members of the 973 union (973)
- Members of the 241 union (241)






Staff capture time in many different ways

We identified five methods of capturing time

When the specific form or system used is included, this created 26 permutations.

- ▶ The table to the right shows each of the methods and the departments that have adopted this method.
- ▶ Staff use each of the input methods differently. For paper timesheets, for example, some Divisions complete full timesheets, others only submit where there are exceptions.
- ▶ We asked many of the staff we met with why they didn't put their time directly into a system – such as Kronos – the common response was that they had been told software licenses were expensive.
- ▶ That said, some further investigation revealed that the City already had as many as 3000 mobile client access licenses for Kronos that have been purchased but not deployed due to uncertainty surrounding compatibility with the current version of the application.

Waste	Example
Defects	Errors transcribing from forms
Transportation	Creating forms for time capture
Processing	Rekeying data from forms or other systems Submitting a timesheet that is the same every week

Form	Observations	Departments
 Paper timesheets (plus Excel)	Most departments outside of City Hall use paper timesheets. We counted 14 different forms of timesheet.	Wastewater (2) Operations (2) Police PT Recreation (3) Parks Theatre (2) Library Transit (2)
 Punch cards	Used for special events where a swipe or key pad is not available.	Arena EMS
 Key pads	Staff can punch in a unique number to capture their start and finish times.	Arena (Kronos) Theatre (Maître 'D) Operations (Fleet)
 Swipe cards	Using swipe cards when entering buildings to register their start and finish times.	EMS (JBS) Operations (Kronos) Transit (Kronos)
 Direct entry	Keying hours directly into a time and attendance system. Often this is time keepers transcribing paper timesheets. Also includes staff that work from a schedule.	Engineering (Eclipse) Arena (WAM) Timekeepers (WAM/Kronos)

Some divisions need time data to recognize costs fully

There are specific reasons that differences exist

The list to the right shows some of the requirements that have led to the differences between departments.

- ▶ Any changes to the process or systems will need to consider, where a real business requirement exists, how they can continue to be supported.

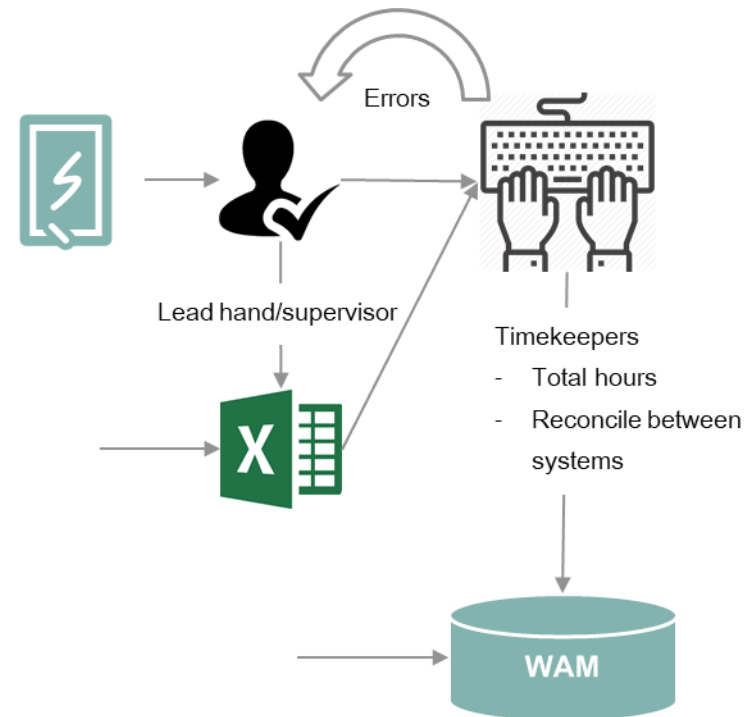
Form	Requirement
Paper timesheets	Feel it is easier for staff, quite common for non-office staff Perception that they require special information Easily record and report time for contract employees supplied by third party agencies who do not need to be tracked in the City's TAS (theatre and recreation for example).
Punch cards	Easier than a paper timesheet when staff are not at a regular place of work
Maître 'D	Links to total cost of goods
Fleet	Opens the job and materials the mechanic will require
JBS	Keeps time information along with other operational data
Eclipse	Allocates time to a project
WAM	Allows staff time to be allocated to work orders

Getting the data ready for Kronos is an extensive manual process

Few staff enter their time directly into a system

In addition to the methods mentioned, Excel is also used in some areas either directly by staff or by supervisors.

- ▶ Timekeepers often have to key in timesheet data, many do it daily. Divisions that use systems apart from Kronos have the timekeepers key the data into the alternate system first.
- ▶ They then reconcile paper to Excel (if used), to a third time system (JBS) and to what they have keyed.
- ▶ Not all staff submit a timesheet. In a small number of areas, such as NUME staff in parks, staff just submit an exception form to their regular schedule.



Waste	Example
Defects	Time spent trying to identify and fix errors
Overproduction	Timekeepers create tracking sheets (paper or excel workbooks) to consolidate the data from the multiple forms and systems
Motion	Staff/supervisors deliver time to timekeepers
Processing	Rekeying data from forms or other systems

There are five different ways of getting time data into Kronos

There are multiple ways of creating the employee timecard in Kronos

This seems largely driven by the different methods of capturing time in the first place.

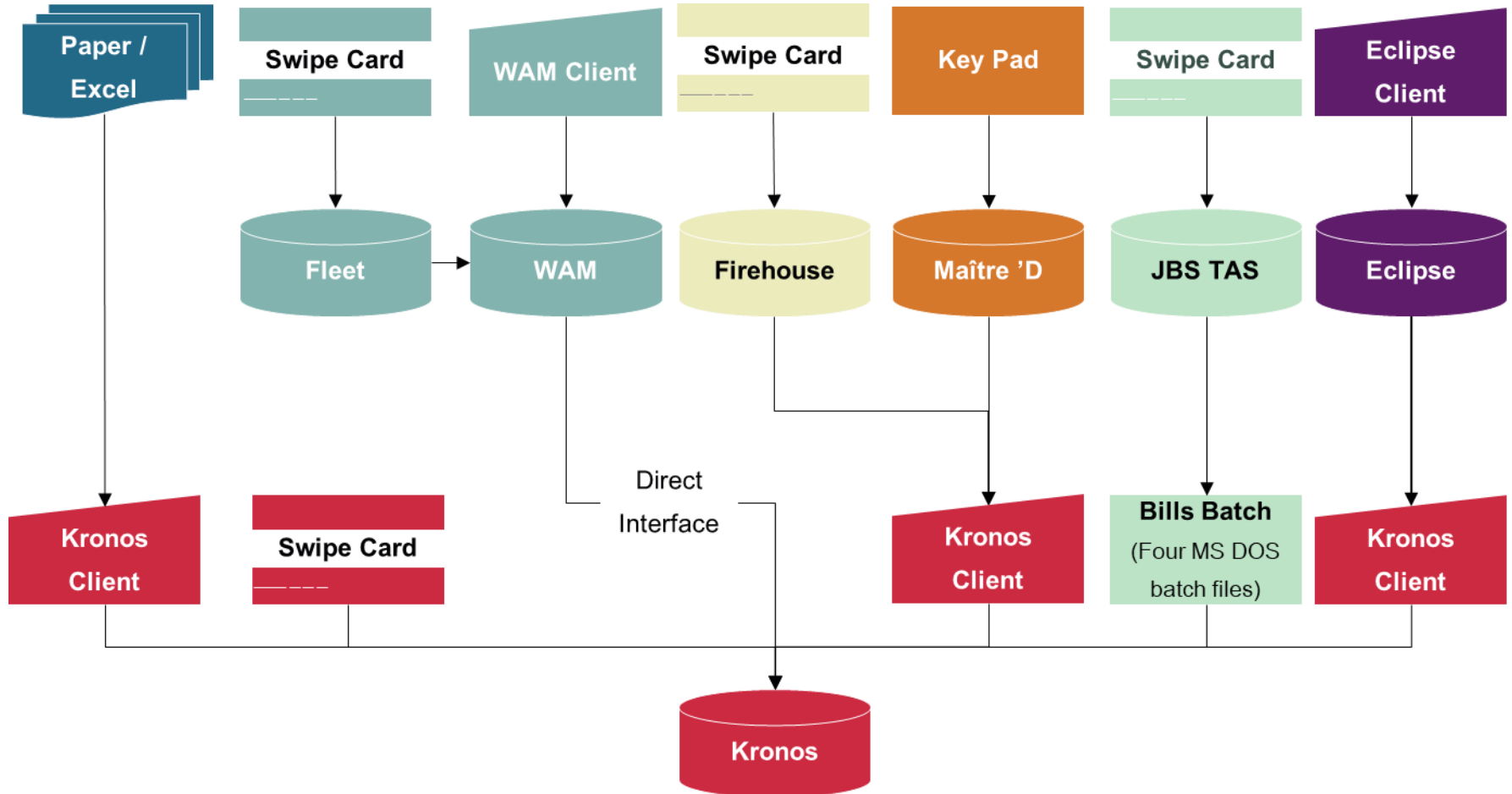
- ▶ There is a somewhat consistent time entry for 973 and NUME employees across the City, as their schedules are repetitive and can be scheduled in Kronos.
- ▶ EMS is the only department whose time has to be entered into Kronos through a rather convoluted batching process.
- ▶ WAM is the only system that integrates with Kronos and automatically adds time to the employee timecard.

Waste	Example
Defects	Errors transcribing from forms and other systems
Overproduction	In some cases there is more than one reviewer to check captured data
Processing	Rekeying data from other systems into Kronos

Department	Manual	Schedule	System	Card / Clock	Batched
Solid Waste	✓	✓			
Wastewater		✓	✓		
Engineering		✓			
Public Services		✓			
Police	✓	✓			
Fire			✓		
EMS		✓			✓
CAO's Office		✓			
HR		✓			
Recreation	✓	✓	✓		
Operations		✓	✓		
Parks and Forestry		✓	✓		
River Run	✓	✓			
Arena	✓		✓	✓	
Library	✓	✓			
Transit		✓		✓	

The IT architecture supporting timekeeping is complex

The system architecture outlined below highlights all the ways staff enter time data into Kronos.



Each division has its own method of requesting time off

There are seven ways to request time off

There are multiple variations of each method.

- ▶ All methods require supervisor approval.
- ▶ In some cases, staff need two approvals (e.g. Transit and EMS) – one is to approve that the employee is eligible for time off (e.g. accrual days); the second is to approve coverage during that period.
- ▶ The majority of departments will accept requests for time off at any point during the year, except Fire and Police who accept requests annually (November and September, respectively).
- ▶ In all cases, the approved request is provided to the timekeeper to add manually to Kronos.

Waste	Example
Waiting	Staff must wait for all approvals before providing to timekeepers
Motion	Many staff must walk around to get approval signatures
Processing	Rekeying data into Kronos
Inventory	Multiple copies of requests are stored

Form	Departments	Observations
Employee Leave Request	Engineering Public Services CAO's office	This is form is used by City Hall departments. However, each department stores the form on their own drive, and so they differ in version.
Request Time Off	Solid Waste Police EMS	Used by departments outside City Hall. We counted three different types. All are paper copies that require at least one signature for approval.
Exceptions Reporting	Operations Parks & Forestry Transit	Similar in principle and layout. Certain nuances specific to the department (e.g. codes provided, column for rate pay etc.). Used to request vacation and notify of overtime.
Holiday Application	Operations Parks & Forestry	Carbon copy form, once approved, the back copy is provided to the employee and the top kept with the Timekeeper.
Electronic PDF	Wastewater	Staff complete electronic PDF and email direct supervisor for approval, which is completed with the Adobe stamp function. Timekeeper receives electronic copy and prints for record.
Online Leave Request	Library HR	Staff access through intranet (Library has their own intranet). Direct supervisor is automatically emailed and approves online. Timekeeper is notified and manually adjusts Kronos.
Informal	Recreation River Run Arena	Staff notify their direct supervisors they will be taking time off via phone, email or in-person discussions.

Timekeepers manually adjust Kronos timecards and review for inaccuracies

Adding exceptions to employee time in Kronos is a highly manual and intensive process

There are exceptions every pay period that can include vacation, overtime and sick days etc.

- ▶ Pay rates and coding are additional changes that timekeepers make to the timecards. For example, if staff work in a different role than is programmed in Kronos, such as Solid Waste Public Drop-Off staff working in the Material Recovery Facility, the timekeeper will manually add the appropriate pay code.

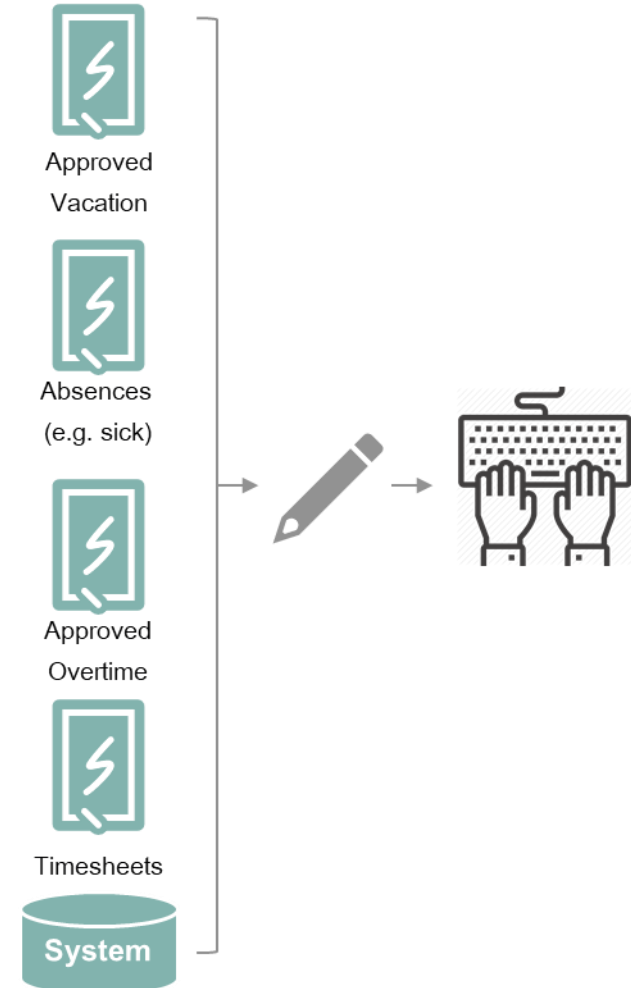
To add exceptions, timekeepers manually adjust each employee's timecard – either daily or once at the end of the pay period. This is largely driven by how they receive the exception data in the first place (e.g. daily timesheet or weekly exception report, etc.).

- ▶ Given the volume of changes, some timekeepers first consolidate and track the changes on paper for each employee and manually tick off the employee once they have made the changes in Kronos.

Much time is spent reviewing information between Kronos, the systems and the paper forms

Where a system integrates with Kronos, timekeepers reconcile the two. Once they have added all the changes, each timecard is reviewed to ensure the employee's hours add up to the correct value.

Waste	Example
Defects	Much time is spent reconciling data between multiple systems and forms
Overproduction	Transcribe data from multiple systems and forms to consolidate
Processing	In some cases the same adjustments are made each week (e.g. same schedule)
Inventory	In some cases timekeepers store paper forms for weeks or months leading up to the Kronos submission



Non-direct supervisors approve timecards

Now that timecards are available in Kronos they have to be approved in order to progress to payroll

We understand that Kronos has two roles defined, an inputter and an approver. An individual cannot hold both roles.

- ▶ While the action to approve a timecard in Kronos is the same for all approvers, the people doing the approval hold very different positions across the City.
- ▶ There does not appear to be a clear set of criteria to decide who approves the timecards in each department. Staff did comment on a number of occasions that they believed there were limits on giving people access to Kronos, which may contribute to the decision.
- ▶ Where the person approving was not a direct supervisor, often confirmatory processes existed.

Waste	Example
Defects	Non-direct supervisors do not know the time staff have worked
Waiting	Approvers must wait until timekeepers have submitted timecards
Talent	Higher positions spend hours each week reviewing timesheets
Processing	Non-direct supervisors need their reports to confirm hours are correct
Inventory	Paper forms, timesheets, etc. are archived once time has been submitted

Approver	Department
Director/Chief	EMS HR Parks Library
Managers	Operations Recreation River Run Centre Arena
Supervisors	Engineering Waste water Solid waste
HR (corporate)	Public Services CAO Transit Police (local)

Kronos is not used as a scheduling tool

About half of the departments we met create a staff schedule

None of them use Kronos as the scheduling tool, partly as staff generally do not have access to Kronos. There are effectively two forms of schedule – a regular schedule and a program-based schedule.

- ▶ Regular schedules are those where the shifts the division needs to staff are fixed, whereas program-based are determined by the upcoming programming that is set to occur.

	Regular	Program-based
Create schedule	<ul style="list-style-type: none"> ▶ Waste water and fire, for example, create annual schedules for on-call and shifts respectively. ▶ Most use Excel to build the schedule, although a couple of teams use a shared Google calendar. With the fixed nature, some can roll the schedule forward from a prior period. 	<ul style="list-style-type: none"> ▶ Departments such as recreation or the RRC determine the schedule for a season in advance based on the events that are expected to occur in the period. ▶ Each event, whether it a theatre show, hockey game or swim session, has a predetermined staffing requirement. ▶ These schedules are predominantly built in Excel.
Match staff	<ul style="list-style-type: none"> ▶ Staff are allocated to a shift based on predetermined rules, such as maximum work hours, time between shifts etc. 	<ul style="list-style-type: none"> ▶ Staff are polled for availability, many are PT. Generally Divisions will ask which shifts staff are not available to fill. Email is typically used, however, one team uses an online survey. ▶ Using the availability, staff are matched to shifts in the schedule.
Publish	<ul style="list-style-type: none"> ▶ Schedules are communicated differently by all departments. Many email them, some print, some publish in shared calendars or online. 	<ul style="list-style-type: none"> ▶ Schedules are communicated differently by all departments. Many email them, some print, some publish in shared calendars or online.

We estimate the City expends approximately 54,000 hours a year on time and attendance activities

Waste	Approving requests	Capturing time	Getting data ready for Kronos	Getting data into Kronos	Adjusting and reviewing	Approving time
Defects		Errors transcribing from forms	Time spent identifying and fixing errors	Errors transcribing from forms	Time spent reconciling	Not knowing the time staff have worked
Overproduction			Create tracking sheets	Second reviewer		
Waiting	Waiting for approvals					Waiting for timekeeper
Unused Talent						Hours spent reviewing
Transportation		Creating forms for time capture				
Motion	Staff must walk around to get approvals		Staff/supervisor deliver time to timekeepers			
Processing	Rekeying data	Rekeying data Submitting the same timesheet every week	Rekeying data	Rekeying data	Same adjustments each week	Confirmation from others for hours Same approvals each week
Inventory	Multiple copies of requests are stored				Storing paper forms	Archiving paper
Labour (hours)	7,895	11,573	5,246	13,891	7,949	8,294

The City can make many improvements to the existing process

There are many problem areas that need to be addressed

- ▶ **Time capture methods are inconsistent** – sometimes even within the same division. This means that timekeepers have to use a variety of methods to get time data into Kronos. This is inefficient as it takes up more time and increases the chances of errors.
- ▶ **Staff are not accountable for their own time** – this may lead staff to report inaccurately. With timekeepers being the ones to input time, it increases the likelihood of errors, as they are reporting on time they did not themselves work.
- ▶ **There is a lot of paper** – which makes getting the information into Kronos a highly manual and intensive process. It also means that staff have to physically walk the forms around the City for approvals and time entry.
- ▶ **There are many different types of forms** – given the different types of changes (e.g. vacation, sick leave, overtime), many timekeepers have to consolidate all the changes onto paper first to accurately track, before entering time into Kronos.
- ▶ **Much time is spent reviewing information** – in some departments, multiple staff review the same work.
- ▶ **Timekeepers create timecards for staff with fixed schedules** – this is repetitive and increases labour associated with manual entry.
- ▶ **Some divisions use systems for time capture where time is not needed** – actual records of time worked do not need to exist in multiple systems. Further, most of these systems are not integrated with Kronos, so time is manually exported and re-entered.
- ▶ **Approvers are not approving direct reports** – for the approval to have meaning, the approver must have some ability to know that the time reported is correct.
- ▶ **Timesheets are stored for multiple years** – the information on the timesheet is of a personal nature – name and hours worked – but is likely not very sensitive. That said, it does represent some record and retention risk to the City.

The recommendations in the following section are designed to address these problems.

Recommendations



By implementing these recommendations, the City can reallocate time to higher-value activities that support Guelph's strategic plan

We recommend the City implement a corporate process for TAS

All staff would follow this corporate process. Only where departments can demonstrate a compelling business need to vary would they move away from the corporate process. The following five recommendations will address problem areas in the current time and attendance processes:

1. Only report time by exception
2. Use electronic workflows to preapprove exceptions
3. Make staff accountable for reporting their own time
 - a) Have staff enter their own time into the TAS system
 - b) Adopt mobile apps for time clocking
 - c) Have lead hands enter time on a mobile device for field staff
 - d) Have staff review and submit their time in the TAS system
4. Allow supervisors to approve only the time of their direct reports
5. Use a central time-keeping function to fix errors

Automating much of the time and attendance process greatly reduces, and in some areas eliminates, the manual entry and error checking that occurs today.

- ▶ This reduction in effort will allow individual staff additional time to focus on other core business activities.

We are aware that the City is contemplating changing its time and attendance system and its work order system

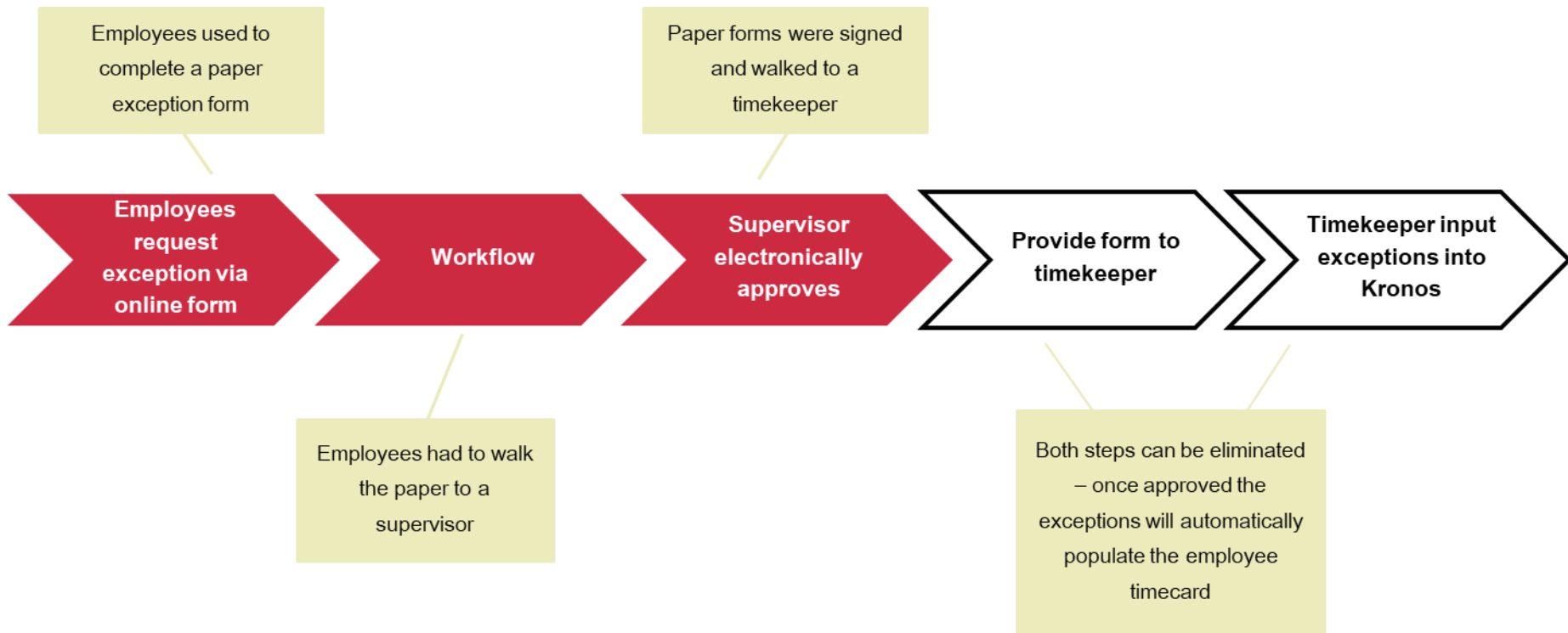
Currently, the City uses Kronos as its corporate time and attendance solution(TAS) and Oracle WAM as its work order system (WOS).

- ▶ In the recommendations that follow, we have avoided specifying particular software systems and use corporate TAS and WOS to represent these two systems.
- ▶ The recommendations could apply equally to the current systems, or replacement system the City may choose in the future.

Exception requests will be electronic

Currently, exception requests (e.g. vacation) are paper-based, which makes getting them into Kronos a highly manual process

Implementing the recommendations on the following pages will greatly reduce the need for manual entry, as described below.



1. Only report time by exception

Many staff work the same hours each week

For these staff, requiring them to submit timesheets only when their workweek differs from their regular schedule can reduce the labour of time entry. In this report, we are referring to these differences as exceptions (outlined in the table to the right).

- ▶ The most common variances to a standard schedule include vacation, absence and overtime. However, some of these exceptions can, and should, be preapproved through the automated request process.
- ▶ Although preapprovals will decrease the need for submitting timesheets, there will be cases where unexpected occurrences happen. It will be for these occurrences that the employees will be required to submit timesheets.

The concept of time reporting by exception means staff will only submit a timesheet when their workweek differs from the standard schedule and they have not received preapproval for the variance

If staff have their standard week, they need do nothing. Their timesheet would be automatically submitted within the system.

- ▶ Staff who do not have the same weekly hours or need to capture additional data that changes weekly, such as work orders, will still need to submit a timesheet.

Exceptions	Pre-approval Possible	Unexpected Occurrence Possible
Vacation	Yes	No
Sick leave	Yes	Yes
Union leave	Yes	No
Overtime	Yes	Yes

2. Use electronic workflows to preapprove exceptions

Current exception requests are paper, requiring timekeepers to update staff timecards in Kronos manually

Eliminating the paper and using electronic forms will eliminate a great deal of time spent manually entering the information. We recommend that employees submit all exception requests through the future TAS.

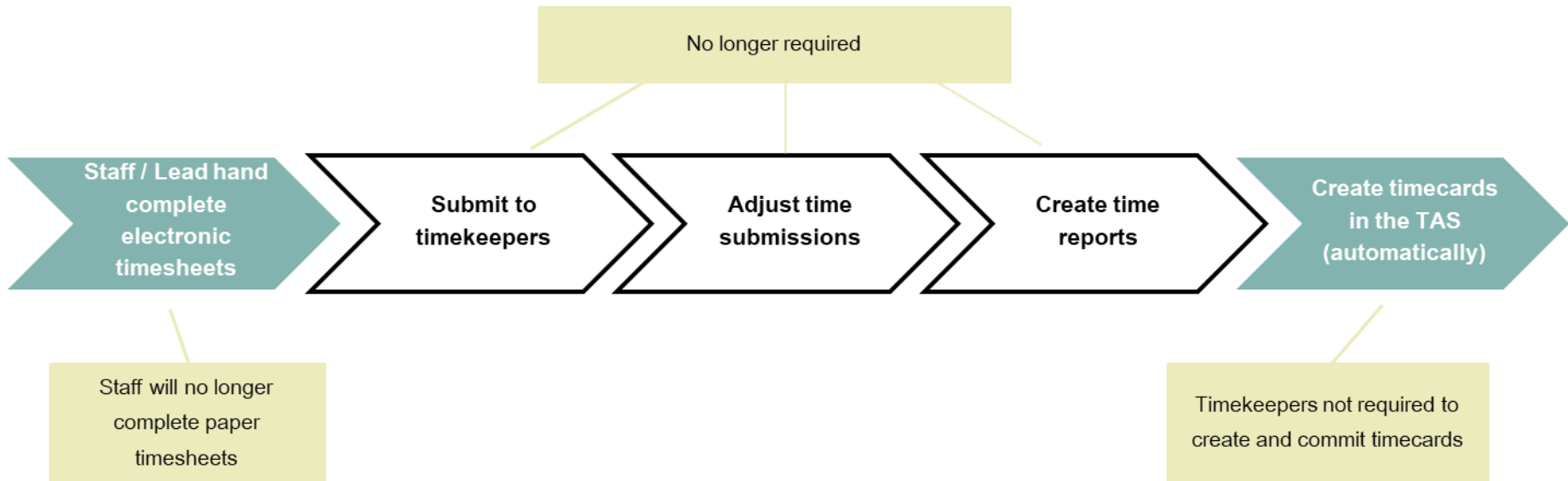
- ▶ Exceptions include vacation, overtime and other forms of time off such as sickness. In most cases, we expect staff to submit a request and to then receive preapproval (meaning approved before the date they occur) from their supervisor.
- ▶ Today, few staff have access to Kronos, but going forward, all staff will need access to the future TAS in order to submit requests.
- ▶ Once submitted, workflows will route the requests to their direct supervisors for review, approval or amendment. The approval of the request will amend the employee's schedule/timesheet for that period so that they continue not to need to submit a timecard.



Employees will capture their time

Currently, employees or supervisors provide time to timekeepers, typically via paper timesheets

In some cases, timekeepers then adjust the time submissions in WAM or create time reports from other systems (e.g. Eclipse, Maître 'D) before even entering the time into Kronos. Implementing the recommendations described in the following pages will eliminate most of these steps.



3. Make staff accountable for reporting their own time

Most staff today do not have access to enter their time directly into a system

Giving all staff the responsibility and the capability to submit their time will remove most of the error checking that is felt to be required today.

- ▶ In addition to time information, some divisions also require the time to be linked to the cost of delivering their services. Examples include the cost of a work order, the cost of a project or the cost of goods sold.
- ▶ Retaining this functionality means the City will continue to have multiple time entry systems.

To the extent possible, move staff to the TAS for time entry

The table to the right shows which system we suggest each department use.

- ▶ Unless the division is adding time to other data (e.g. work orders), we have reassigned the division to use the TAS for time entry.
- ▶ There are two ways in which staff can enter time into most TAS:



Desktop

For office-based employees to access and edit their timecard directly.



App

For employees that work inconsistent shifts that require clocking in / clocking out. Can be accessed on mobile devices such as phones and tablets.

Department	Future Capture System
City Hall Library Recreation Police PT Theatre Transit Arena Solid Waste Fire EMS	TAS
Operations Wastewater Parks and Forestry	WOS
Fleet (PW)	Fleet maintenance system
Engineering	TAS – Eclipse
Arena Theatre	TAS – Maître 'D

The following pages explain how each group would be able to make this migration.

3a. Have staff enter their own time into the TAS system

How it could work for NUME and 973 office staff

The time of NUME and 973 staff is recorded in Kronos today

It is the timekeeper's job to create the timecard through the "pay from schedule" function. We suggest a slight change that automates this activity.

- ▶ The use of the TAS desktop should apply to all staff who have a fixed schedule and reasonable access to a computer. This would include management and likely administrative staff in most divisions.
- ▶ Additionally, as discussed, rather than using the paper exception report, an online form with workflow would be used to request exceptions, such as vacations ahead of a pay period.
- ▶ Where an exception occurred without preapproval (e.g. staff were off sick one day), staff would edit their timecard to reflect the exception that had occurred and submit the timecard for approval of the period.

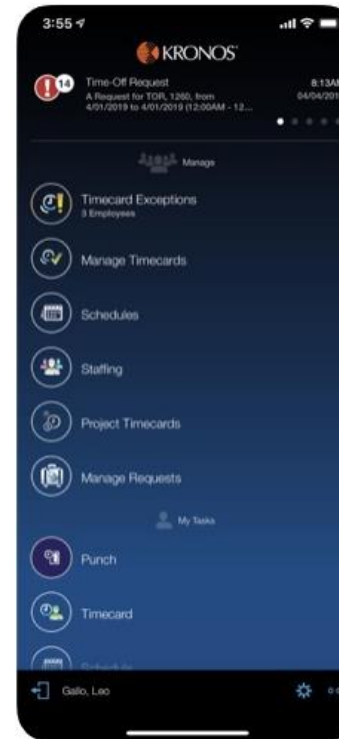
3b. Adopt mobile apps for time clocking

How it could work for 241 staff

If staff work outside of an office location or work shifts that are different each week, we recommend they adopt the TAS mobile app

Many TAS mobile apps appear to offer a fairly broad range of functionality – of particular interest is the time recording functionality.

- ▶ As staff enter their designated facility and start their shift, they will use the app to “clock-in”. As we understand the available functionality, the time entry would also have the geolocation added to it to confirm the clock-in occurred at the facility. When they finish the shift, staff “clock-out”. This solution would also work for outdoor events, eliminating the punch cards used today.
- ▶ Should the City determine the mobile app cannot work, swipe cards can provide more rudimentary functionality that would still automate time capture into the TAS.
- ▶ Ideally, time captured this way would be automatically submitted at the period end, along with preapproved exceptions.
- ▶ Where staff have exceptions, such as overtime, they would be required to open their timesheet to ensure they have captured all necessary details of that exception. In the overtime example, they might have to decide whether to bank or pay.



Department	Today	Future
Library	Paper	TAS mobile app
Recreation	Paper	TAS mobile app
Police PT	Paper	TAS mobile app
River Run	Paper	TAS mobile app
Transit	Paper	TAS mobile app
Arena	Paper	TAS mobile app
Solid Waste	Paper	TAS mobile app
EMS	JBS	TAS mobile app
Fire	Firehouse	TAS mobile app

Both fire and EMS can move to time reporting in the TAS

There is not a specific reason for time to be available within JBS and Firehouse.

3c. Have lead hands enter time on a mobile device for field staff

How it could work using WOS for lead hands

Currently, a large amount of staff time is captured in WAM to associate it with work orders

Lead hands use paper timesheets to capture the hours worked by their crew members. These are then rekeyed into WAM by Timekeepers.

- ▶ Giving lead hands direct access to the future WOS will allow staff time to be entered directly. We have assumed that the selected WOS also offers a mobile app similar to Kronos to make it easier for mobile crews.
- ▶ Alternatively, shared laptops or tablets that have the capability to access the City network and use the WOS browser application could be used instead.

Field staff tend to be assigned work orders at the beginning of the day

Within the WOS, lead hands or supervisors would allocate staff to work orders.

- ▶ Upon completing work orders, the lead hand will record the hours of each staff member against the work order.

Department	Today	Future
Operations	Paper	WOS app
Wastewater	Paper	WOS app
Parks and Forestry	Paper	WOS app

3d. Have staff review and submit their time in the TAS system

How it could work using WOS for staff

Fleet operations staff currently clock into a fleet maintenance system, which integrates with WAM to ensure they track hours against work orders

We suggest Fleet continue to use the fleet maintenance system for mechanics to capture time.

- ▶ In keeping with the functionality today, the future WOS would integrate with the future TAS – inputting the time data directly into staff timecards. We expect this to occur at either the end of the day or the pay period.
- ▶ At this point, the staff member would review their TAS timecard, confirming they agreed with the time entered by the lead hand. Where staff work overtime (which would typically not be preapproved for this group of employees), they will be required to add additional information, such as whether to bank or pay.
- ▶ Additionally, if staff had taken a sick day that week, they would be required to input these details into the TAS, as that information is not captured in the WOS.

In addition to using the TAS, three areas will capture time in another system

Outside of WAM, there are two other systems used to capture time and associate it with other cost information

We do not propose changing the way time is captured within these systems, but we do propose a change to the process so that time is available within the TAS.

- ▶ Engineering will continue to use Eclipse to associate time with projects. However, since they work a regular schedule, their time would be processed in the TAS as other regular staff and would only require submission on exceptions that had not been preapproved.
- ▶ Arena concessions and River Run catering will continue to use Maître 'D to add labour to the cost of goods sold. However, we will have staff also record the start and end of shifts using the TAS mobile app.
- ▶ If any staff have exceptions that have not been preapproved (e.g. sick days), they will be required to enter them into the TAS timecard.

Department	Today	Future
Arena	Maître 'D	TAS mobile/Maître 'D
River Run	Maître 'D	TAS mobile/Maître 'D
Engineering	Eclipse	TAS schedule/Eclipse

These changes will limit the number of systems where overtime is tracked

Some departments require time exceptions to be entered into ancillary systems for additional budgeting and reporting purposes

This is not common across the City. For the majority of departments, exceptions can be approved in the TAS moving forward.

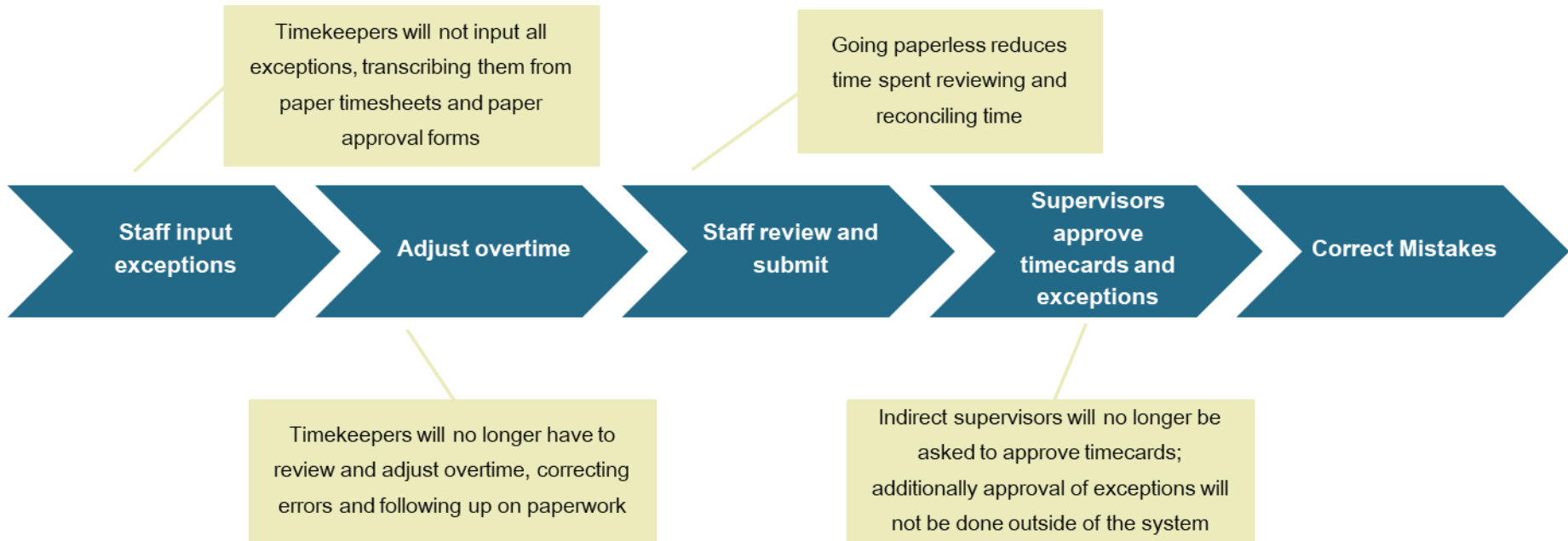
- ▶ For the departments that require the use of another system, overtime is the only exception that would need to be tracked.
- ▶ As the table to the right shows, this only applies to WAM.
- ▶ Currently, WAM integrates with Kronos, and should the City select a new TAS and WOS, we recommend integrating the two to allow overtime to flow through into the TAS timecards.
- ▶ Staff will then be required to review the overtime in their TAS timecard to add additional information, if necessary, such as whether to bank or pay.

System	Requirement	Primary System for Capturing Overtime Exceptions	
WAM	Allows staff time to be allocated to work orders	Yes	Overtime is a different rate, needs to be tracked against the WO to ensure accurate costing.
Maître 'D	Links to total cost of goods	No	Exceptions can be added directly to Kronos.
JBS	Supports EMS scheduling and shifts	No	Staff work set hours. Time is not assigned or allocated to tasks, as such exceptions are not required.
Eclipse	Allocates time to a project	No	Staff work set hours and overtime is not separated out in Eclipse, just the total hours are tracked. Moving forward, staff will continue to use Kronos as the main system for tracking overtime.
Firehouse	Supports day-to-day operations and reporting requirements	No	Staff work set hours. Time is not assigned or allocated to tasks, as such exceptions are not required.

Manual manipulation will be reduced

Timekeepers spend a large portion of their time manually adjusting employee timecard to reflect exceptions and then reviewing the timecards against other systems and paper forms to ensure accuracy

Implementing the recommendations described on the following pages will greatly decrease the number of exceptions that Timekeepers manually add, and for the few that do, puts the onus on the employee.



Staff review and submit their own timesheets

The timesheets of staff with regular schedules would be submitted automatically from the TAS

Effectively this would look like the current pay from schedule process in Kronos. This would apply to staff in the NUME and 973 groups.

241 staff who capture their time in the WOS will need to review and approve that time in the TAS

- ▶ We have recommended lead hands capture time in the WOS for a work order. That time will be transferred to the TAS and combined with pre-approved exceptions.
- ▶ Since the lead hand entered the time, we want staff to review the time in the TAS to confirm it is correct prior to submitting.
- ▶ Since the lead hand entered the time, it may be advantageous for any disagreement to require the lead hand to change the source timesheet, rather than have staff change the timesheet. This might depend on the audit capabilities of the future TAS the City selects. If a timesheet can be flagged as changed, then the next approver may be able to resolve.

All staff need to record exceptions that have not been pre-approved already

Before the period deadline, all staff must enter exceptions into the TAS, whether it be sick time, change to work hours, overtime that has not populated already.

- ▶ As well as adding the exception hours, staff can also adjust and populate additional information, including:
 - Pay codes (e.g. Overtime Bank, Overtime Paid, Personal Hours, Sick Leave with Pay, etc.)
 - Notes (e.g. what the overtime work was for if necessary)

Ideally, some rudimentary error checking rules would assist accuracy on submission

The employee should be prevented from submitting their timesheet if it doesn't meet a set of predefined rules that apply to them and their position.

- ▶ Minimum hours: full-time staff must account for a minimum set of hours in each period.
- ▶ Overtime allowance: a maximum number of overtime hours allowed to work and bank according to union agreement.
- ▶ Union agreement allowances: the maximum number of days associated with each pay category (e.g. sick days, personal days, etc.) according to each union agreement.

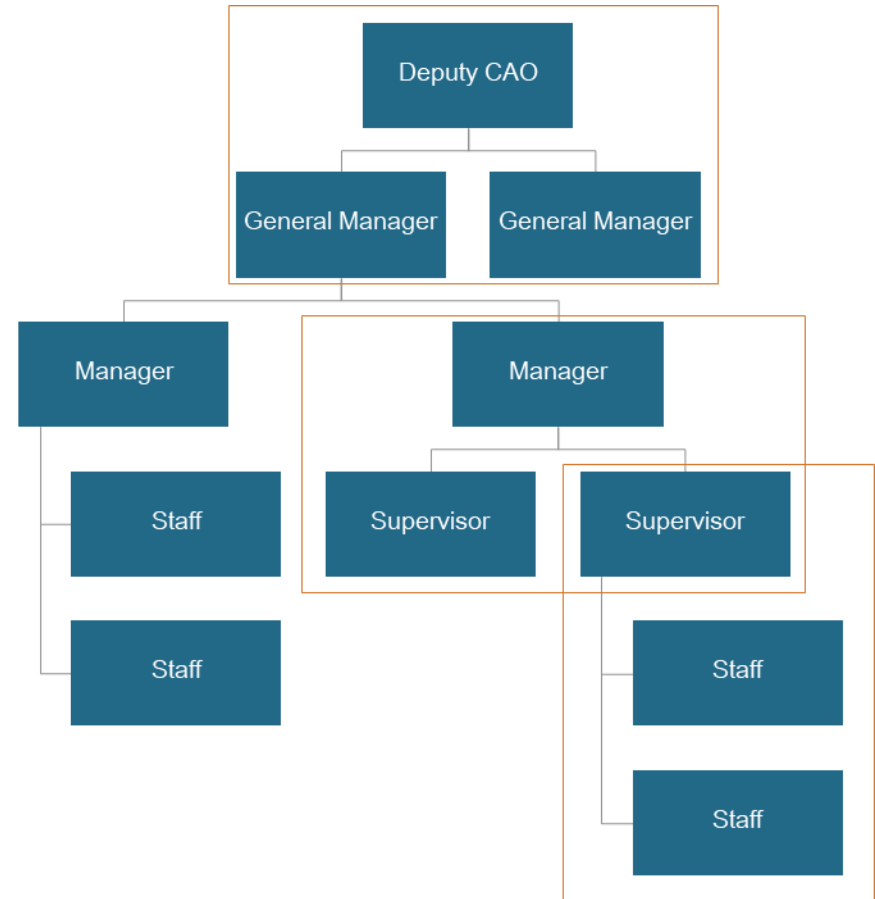
4. Allow supervisors to approve only the time of their direct reports

Staff timecards should be approved by their direct supervisors

For the approval to have meaning, the approver must have some ability to know that the time reported is correct.

- ▶ Currently, where the person approving is not a direct supervisor, often confirmatory processes exist. This is additional and unnecessary manual effort. For example, there are instances where Managers and General Managers are the approvers for staff timecards but cannot be expected to know what time all staff worked and would need to confirm hours with their supervisors.
- ▶ We recommend assigning the correct approver and setting up workflow and notifications for both preapproving exceptions and approving timecards. With this in place, employees will be unable to approve staff that do not directly report to them.
- ▶ Delegations will also be required in the situation where the direct supervisor is not available, such as on vacation.

Approve direct reports only



5. Use a central timekeeping function to fix errors

There are many instances where employees may make errors in their timecards or time-off requests that need to be changed

Ideally, the City will want to have one process in place that will allow you to correct any mistakes or make necessary changes.

- ▶ Some examples of changes that may need to be made include vacation requests approved, but vacation will no longer be taken; wrong pay codes entered; sick leave not reported, etc.
- ▶ Before the period closes:
 - If the direct supervisor did not catch the error before approving or the employee decides a change is needed after they submit their timecard, the employee will need to resubmit their timecard with the rationale for the change
 - The new timecard will override the original. The same workflow process will occur so that the timecard is routed to the supervisor for approval
- ▶ After the period closes:
 - All errors made after the period closes are resolved by timekeepers
 - The employee will notify the supervisor of the error, such as an incorrect number of overtime hours, if the supervisor agrees they will notify timekeepers
 - In the case of underpayment, the following pay period the timekeeper will add the missing hours to the timecard (on the Sunday) along with a note explaining the situation (e.g. missing overtime hours from specified date)

We suggest having a central timekeeper responsible for fixing errors that have been processed

The process we propose is effectively what is in place today. However, other changes to the process should significantly reduce the number of these errors that occur.

- ▶ Centralizing this function, probably under HR, means that a timekeeper will address errors from all departments, rather than a timekeeper dealing with only a single department.
- ▶ The additional benefit of a central function, such as this, is consistency. All departments will now effectively have to follow the same process for correcting errors.

The City's strategic plan sets the direction to become a modern and effective government

The City's current strategic plan, "Guelph. Future ready", sets the mission:

Working together to deliver responsible and responsive public service to Guelph's growing and diverse community.

- ▶ Both responsibility and responsiveness provide clear direction when thinking about how Guelph should treat time and attendance processes.
- ▶ The strategy goes on to highlight a priority for modern operations: working together for our future, a modern government that works for us
 - Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.

Our recommendations align well with the strategic plan by moving the City from a paper-based, time-consuming time and attendance model, to one that is modern, automated and more economically viable

Recommendations

Alignment to Strategic Plan

- | | | |
|---|---|--|
| 1. Only report time by exception | → | Not overly invest staff labour to achieve this level of responsibility |
| 2. Use electronic workflows to preapprove exceptions | | |
| 3. Make staff accountable for reporting their own time | → | Adequately controlled to ensure the right payment of staff |
| 4. Allow supervisors to approve only the time of their direct reports | → | Not distract staff from their core function or service responsibility |
| 5. Use a central time-keeping function to fix errors | | |

Other Considerations



Do not change the scheduling processes at this time

Some departments in the City have a scheduling process

While the process can be improved from how it is done today, we are suggesting the City defer any changes.

- ▶ The size and impact of improvements to time and attendance far outweigh the improvements that can be achieved with scheduling.
- ▶ Only a small number of divisions do scheduling.
- ▶ For most, it is not a complicated process and is done seasonally or annually.

The City can revisit scheduling after the improved time and attendance processes are stable and functioning smoothly.

Implementing change of this magnitude requires significant organizational support

Change execution

Any change requires a plan on how staff will be supported through the change. We prefer to think of this not as change management but as change execution.

- ▶ Your measure of success is ensuring that after the change, staff are effective and efficient at doing their jobs.
- ▶ We recommend organizations develop their change plans by taking the perspective of what the individual needs to be successful after the change.
- ▶ The ADKAR model for individual change provides structure and direction for change leaders that helps them understand what activities staff require (training, coaching, etc.) to transition through the change. It suggests five stages that a person should progress through:

A	Awareness of the need for change
D	Desire to support the change
K	Knowledge of how to change
A	Ability to demonstrate new skills/behaviours
R	Reinforcement to make the change stick

Sequencing and prioritization is required

The recommendations presented here will affect different divisions in different ways. Taking a big bang, one-size fits all, approach will be more successful for some and less successful for others.

- ▶ We recommend developing a sequence where departments are onboarded to the new process. By sequencing, the City is able to both learn from prior experiences and to tailor the transition to the needs of the department.
- ▶ We suggest that a department in Public Services might be a good area to tackle first.
 - Their TAS process is fairly onerous today
 - They have a variety of staff types and methods of capturing time
 - Our understanding of their needs makes them a good fit for the recommended process
 - Success with an operational department would create much more momentum for the transition in other departments
- ▶ Due to the stable, fixed nature of their schedules, City Hall staff would find it easiest to adopt the recommendations. However, the benefits to the City would be much smaller than if it started with another area.
- ▶ While City Hall is more achievable, we suggest it might indicate bias and may not create the positive case for the change that a department like Recreation would.

Slipping back into old ways is always a risk

Help with visibility

Paper is very visible and people use it as a management tool. Whether that is checking back to the paper timesheets at sign-off, printing a schedule and putting it on a wall or having vacation schedules for a management team.

- ▶ When paper is eliminated, consideration needs to be given to how these ancillary, but important, functions are supported so that teams can keep functioning.
- ▶ As you plan and implement the changes to time and attendance, it will be important to ask, “How else do you use this paper beyond recording time?”

Audit in the early days

One reason people may revert to old processes is the perception of errors.

One approach to avoid continuous checking is periodic audits.

- ▶ If staff are aware that in addition to the checks and balances in the process, periodically someone is checking to confirm the correctness, they will be less likely to instigate their own processes.
- ▶ Having the limited, central timekeeper function will also allow process failures and errors to be monitored.
- ▶ Randomly reviewing the submissions and performance of the process in the early days will help to build compliance, identify change management activities to support the change and identify potential unintended outcomes.

Clean up the data

While not explicitly part of the process, we observed the way divisions used the system and it varied greatly.

- ▶ One clear example was pay-codes. Some divisions hardly used them, some had dozens. Some appeared to have access to only their own, others appeared to see multiple divisions.
- ▶ As well as building consistency into the process through the recommendations here, there is benefit in reviewing the data and its use – also with a consistency lens.

