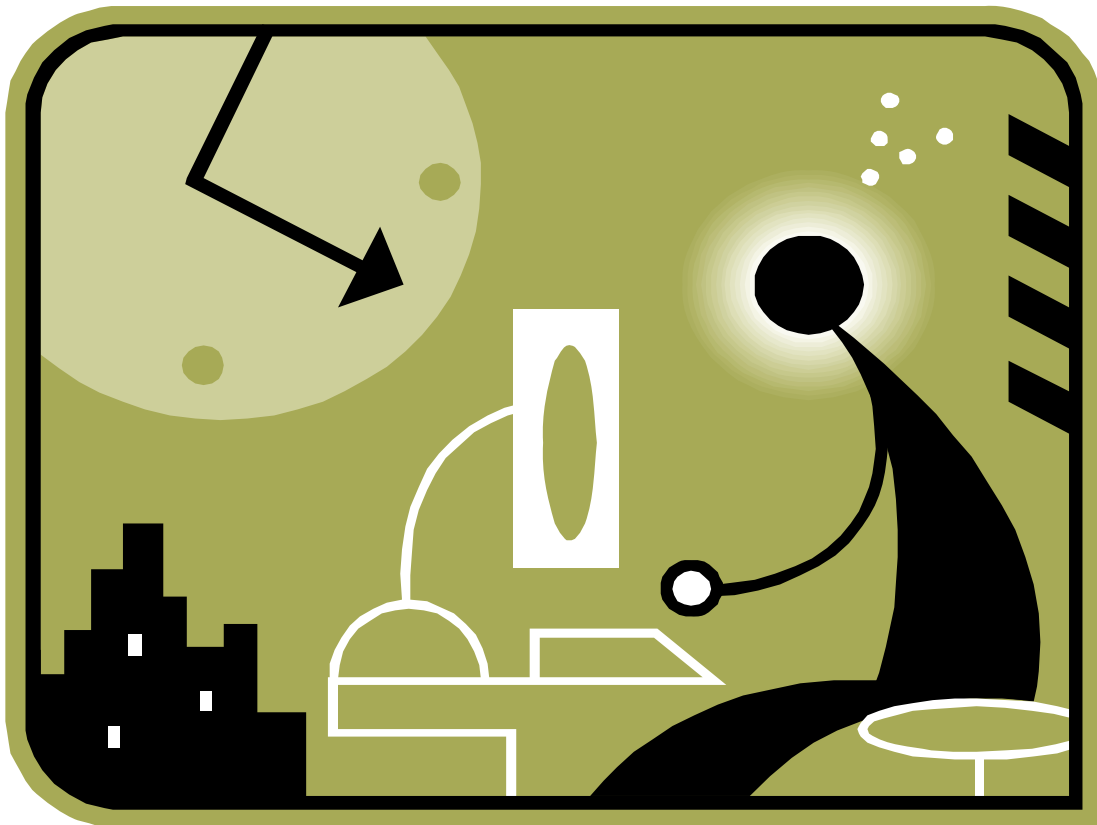


TIME & ATTENDANCE

Northern Essex Community College



To Improve the collection and reporting of time and attendance data as measured by improved efficiencies in:

- Time Savings
- Reduced rework, remove error possibilities
- Standardization with ease of entry

PROJECT TEAM PARTICIPANTS

TEAM LEADER	Mary Chatigny - Director of Human Resources
MEMBERS	Jim Cotton - Director of Management Information Services Tracy Fitzgerald - Accountant II, Payroll Cara Forcino - Administrative Assistant, Learning Accommodations Center Cathy Hamilton - Program Services Coordinator, Workforce Development & Community Education
SPONSOR	Mark Andrews - Vice President of Administration
RESOURCE	Kathryn Ronaldson - NECC Process Management Trainer

PROJECT STATEMENT

To Improve the collection and reporting of time and attendance data as measured by improved efficiencies in:

- Time Savings
 - Automate late notice capabilities
 - Automate routing
- Reduced rework, remove error possibilities
 - Automate calendar load, (holiday pre-entry)
 - Pre-load of individual 'standard weekly work hours'
- Standardization with ease of entry
 - Web based data entry
 - Easy data entry format
 - Error detection

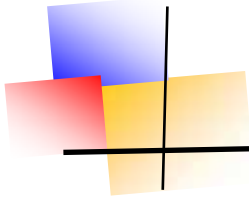
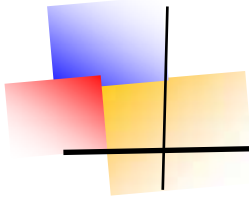


Table of Contents

TEAM PARTICIPANTS.....	2
PROJECT STATEMENT	2
BACKGROUND	4
OPERATIONAL DEFINITIONS	5
PROJECT TIMELINE	6
PRESENT HR/CMS FLOW CHART	7
SAMPLE WEEKLY ATTENDANCE TRACKING W/ERRORS	8
SURVEY RESULTS.....	9
RELATIONS DIAGRAM.....	10
FISHBONE DIAGRAM	11
PARETO CHARTS	12
PARETO CHART ANALYSIS.....	13
BANNER PAYROLL IDS.....	14
BANNER PAYROLL ERROR CHECKLIST	15
ANALYSIS WORKFLOW NONCREDIT PAYROLL.....	16
ANALYSIS WORKFLOW BIWEEKLY PAYROLL.....	16
FORCE FIELD	17
FUTURE HR/CMS FLOW CHART	18
SNAPSHOTS OF SELF-SERVICE SYSTEM	19-21
IMPROVEMENT THEORY & IMPLEMENTATION PLAN.....	22
GANTT IMPLEMENTATION CHART	23
STUDY RESULTS PLAN	23
ENGRAFT IMPROVEMENTS.....	23
ACKNOWLEDGEMENTS.....	24
STEERING COMMITTEE FEEDBACK.....	25



BACKGROUND

The Commonwealth's Human Resource/Compensation Management System was implemented in March 2000. Up until that time NECC had collected attendance via a paper-driven system. With the implementation of HR/CMS the College sought to automate the collection of data. With that in mind, employees began reporting their attendance via Excel spreadsheets. An employee would complete a spreadsheet each week and send to their Department Attendance Recorder to be merged with all other employees in the department. The Attendance Recorder would cut and paste the individual employee spreadsheet onto a department spreadsheet and then forward to the department manager for approval. The department manager would either forward the spreadsheet to Payroll or would send back to the Attendance Recorder who would then forward to Payroll. Needless to say, errors occurred at multiple levels.

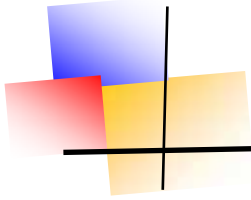
The Attendance project stemmed from Mark Andrews' suggestion to replace the existing Excel spreadsheet-based weekly attendance reporting system used for employees paid through the Commonwealth's Human Resource/Compensation Management System with one that supported the following features:

- 1) Employees should be able to enter and approve their weekly time in a format similar to the old system.
- 2) Managers should be able to bring up their employees time sheets for review and approval.
- 3) Managers should be able to send e-mail reminders to employees who have not filled out and approved their timesheets.
- 4) The payroll department should be able to view the status of each group's timesheets, i.e. how many have been approved out of the total number, etc.
- 5) The payroll department should be able to e-mail managers whose groups have not completed their timesheets.
- 6) Employees and managers should be able to recall timesheets from past pay periods for review (but not edit.)
- 7) Reports need to be generated for the payroll department that will make it easy for them to enter the data into HR/CMS. When the state comptroller's office implements data import, the system should be flexible enough to allow the export of the time information in the (as yet undecided) format of the state system.
- 8) An employee's timesheet should be pre-populated with regular time according to their normal schedule.
- 9) State holidays should be pre-entered on an employee's time sheet for the proper amount of time based on the employee's normal schedule.
- 10) A manager should be able to delegate the authority to review and approve time sheets for their group.
- 11) Access to the system needs to be controlled so that each employee will log on to the system with their HR/CMS employee number and a PIN. Only an employee and their manager (and payroll) should have access to the employee's time sheets.

The Banner system was implemented at NECC for Human Resources/Payroll in July 1999. Prior to that time payrolls for employees not paid on the Commonwealth's system were processed through the ADP Company. With the inception of Banner, it was determined that it would be more cost effective for the College to process these payrolls on-site.

When Banner was implemented for payroll, four (4) different Pay IDs were established, each with their own payroll cycle. The Pay IDs were: "BW" for bi-weekly payroll processing of employees completing timesheets; "NC" for employees working as non-credit instructors through the Community Education Services department, the Center for Business and Industry and the Center for Adult and Alternative Studies; "WS" for work-study students; and "PF" for Part-time credit faculty (Adjuncts). The workflow for the two (2) systems, HR/CMS and Banner, appeared to be similar so a look at both as part of this project was believed to be prudent.

After discussions with Mark Andrews, it was determined that the team should expand its project to include the way time is captured for employees paid on the NECC Banner Pay IDs BW, NC and WS.



Operational Definitions

HR/CMS: Human Resource Compensation Management System. This is the payroll system used for all employees at Northern Essex who have benefits (electronic attendance sheets) or hourly employees who receive no benefits but are paid from grant funds held by the state (pink time sheets).

BW Payroll: Biweekly (blue time sheets) payroll is processed on the Banner system every two weeks. These employees are non- benefited and are paid only for hours worked. They have no leave time accruals.

WS Payroll: Work Study (yellow time sheets) payroll is processed on the Banner system every two weeks. These are employees who are employed as part of their financial aid package. They have no leave time accruals.

NC Payroll: Non Credit (various excel spread sheets) is processed three times per semester. These employees are paid for non credit classes they teach. They have no leave time accruals.

Exception Hourly Employees (Attendance): These are the benefited employees paid on the HR/CMS system. They are automatically paid for their regular standard weekly hours unless exceptions are entered into the system. Exceptions are any hours they are paid that are not regular hours such as sick, vacation, or personal time.

Hourly Employees (Time): Employees paid only for hours worked. They do not receive benefits.

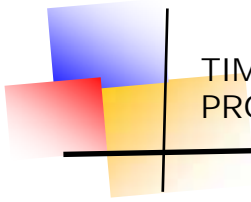
Commbridge: The computer application interface between the HR/CMS and Banner system which downloads information each night for capture into the Banner financial module.

Banner: The school's central data repository. The Banner application is a tightly integrated suite of proven, enterprise-wide applications that help us manage the student, financial aid, finance, HR, and advancement activities taking place at the college. More than 900 institutions world-wide rely on the Banner solutions to help manage their daily operations.

Attendance Recorder: Individuals designated to collect attendance from employees paid on HR/CMS for department/division each week for forwarding to payroll. Currently there are approximately 25 attendance recorders.

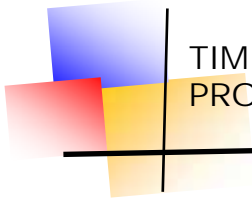
Self-Service Banner (SSB): SSB capabilities provide individuals a secured internet connection to interact with the school's Banner application to retrieve and update information pertinent to their individual tasks and responsibilities. Recent implementation examples include:

- Student Web Registration
- Faculty Grade Submission
- and, with the committees approval Time & Attendance data entry and processing.

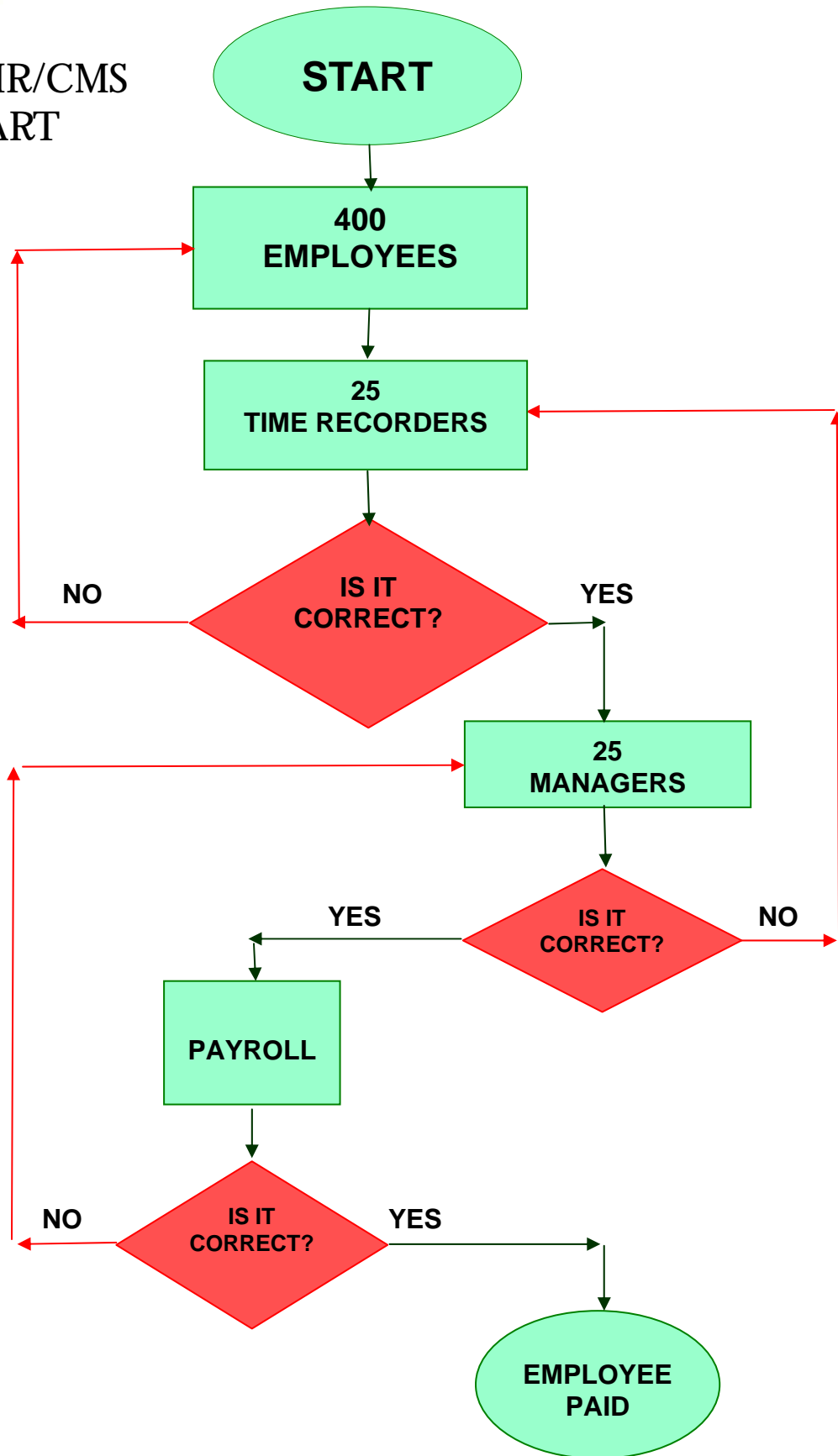


PROJECT TIMELINE

	FEBRUARY 2006	MARCH 2006	APRIL 2006	MAY 2006
Initial Meeting				
Project Statement/Goals				
Review Diff. Payroll Processes				
Redefine Task				
Rework Project Statement				
Implement Surveys				
Cause and Effect Diagrams				
Compile Survey Results				
Evaluate Results				
Draw Conclusions				
Prepare Report and Presentation				
Report Due to Maggie Lucey				
Report Out				
Luncheon/Decision				



PRESENT HR/CMS FLOW CHART



TIME & ATTENDANCE
PROCESS MANAGEMENT PROJECT SPRING 2006



Weekly Attendance Tracking System

Wkly Sunday Start Date: **04/10/06**

Note: **Must be entered 00/00/00** - This date must be accurate to ensure all other dates in spreadsheet are accurate.

Week-Ending: **04/16/06**

Due date: **04/15/06**

Please send via-email to TIME@NECC.MASS.EDU no later than noon on indicated due date.

Attendance Group:

Enter Exception Time Reporting Codes and Times Below

Emp ID	Name (Last, First)	Std Hrs/wk	Excpn s?	Item	04/10/06 Sun		04/11/06 Mon		04/12/06 Tue		04/13/06 Wed		04/14/06 Thu		04/15/06 Fri		04/16/06 Sat		Total	Em p Int	Mgr Int	
					COD E	HRS	COD E	HRS	COD E	HRS	COD E	HRS	COD E	HRS	COD E	HRS	COD E	HRS				
	Employee 1	37.5	YES	1			HOL	7.5	REG	6.5	REG	7.5	REG	7.5	REG	8.5			38.5		LC	
				2					SIC1	1												
12345	Employee 2	37.5	YES	1			HOL	7.5	REG	7.5	REG	5	REG	7.5	HOL	7.5			37.5	LC	JR	
				2							REG	2.5										
12345	Employee 3	37.5	YES	1			HOL	7.5	REG	7.5	REG	7.5	REG	5.5	REG	7.5			37.5	rd	ME A	
				2								VAC	2									
12345	Employee 4	37.5	YES	1			HOL	7.5	REG	7.5	REG	7.5	REG	7.5	BER	7.5			37.5	tj	LC	
				2																		
12345	Employee 5	37.5	NO	1																	nml	ME A
				2																		
12345	Employee 6	20	NO	1			HOL	6	VAC	4	VAC	4			REG	6			20	jm		
				2																		
12345	Employee 7	37.5	YES	1			HOL	7.5	REG	7.5	REG	7.5	REG	7.5	REG	7.5			37.5	EM	LC	
				2																		

Manager Initials for Approval:*

*Manager's Initials represent approval of time indicated on this form

The start date is not a Sunday date

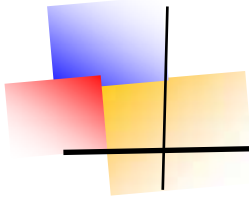
Employee 1 is missing their employee number, their total hours are more than their standard hours, and the Employee initials are missing

Employee 2 has reg for two entries on Wednesday and a holiday for Friday

Employee 4 has BER for Friday but no explanation

Employee 5 is missing

Employee 6 has no exceptions when it should be yes and the Mgr initials are missing



TIME & ATTENDANCE
PROCESS MANAGEMENT PROJECT SPRING 2006

COMMUNITY COLLEGE SURVEY RESULTS

For non-fringe-benefited employees

1. Do you pay through:
- | | | |
|--------|----------|---------------------|
| HR/CMS | <u>3</u> | 37.5% |
| Banner | <u>2</u> | 25% |
| ADP | <u>2</u> | 25% |
| Other | <u>1</u> | 12.5% Local company |

2. At NECC we pay non-fringe benefited employees through the Banner system and use the following process for collecting timesheets for hourly employees: Employee completes paper timesheet, gets supervisor's signature and then sends to the payroll office for processing.

Do you follow the same process? Yes 7 87.5% No 1 12.5%

If no, what is your process for collecting timesheets for your hourly employees? Excel spreadsheet

3. Do your hourly employees report their time through:

Paper timesheets	<u>7</u>	70%
Web-based data entry system	<u>1</u>	10%
Excel spreadsheet	<u>2</u>	20%

** Quinsigamond uses paper, web-based and spreadsheet formats to collect hourly time worked*

4. Do you require the direct supervisor's signature on the hourly timesheet?

Yes 7 87.5% No 1 12.5%

If yes, can someone else be designated to approve in the supervisor's absence?

Yes 6 75% No 2 25%

For fringe-benefited employees

1. At NECC we use the following process for collecting attendance information for Exception-only employees: Employee completes Excel spreadsheet, emails completed spreadsheet to department attendance collector. Attendance Collector inputs to Department form; Attendance Collector gets Department Head's approval on all employees' attendance and then emails department form reflecting everyone's attendance to the payroll office for processing.

Do you follow the same process? Yes 5 62.5% No 3 37.5%

If no, what is your process for collecting timesheets for your Exception-only employees?
Paper sheets to supervisor and then to payroll or HR (similar process but in paper form).

2. Do your Exception-only employees report their time through:

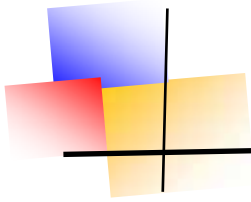
Paper-based attendance tracking system	<u>6</u>	66.67%
Excel spreadsheet	<u>3</u>	33.33%

** Mt. Wachusett uses both paper and excel spreadsheet*

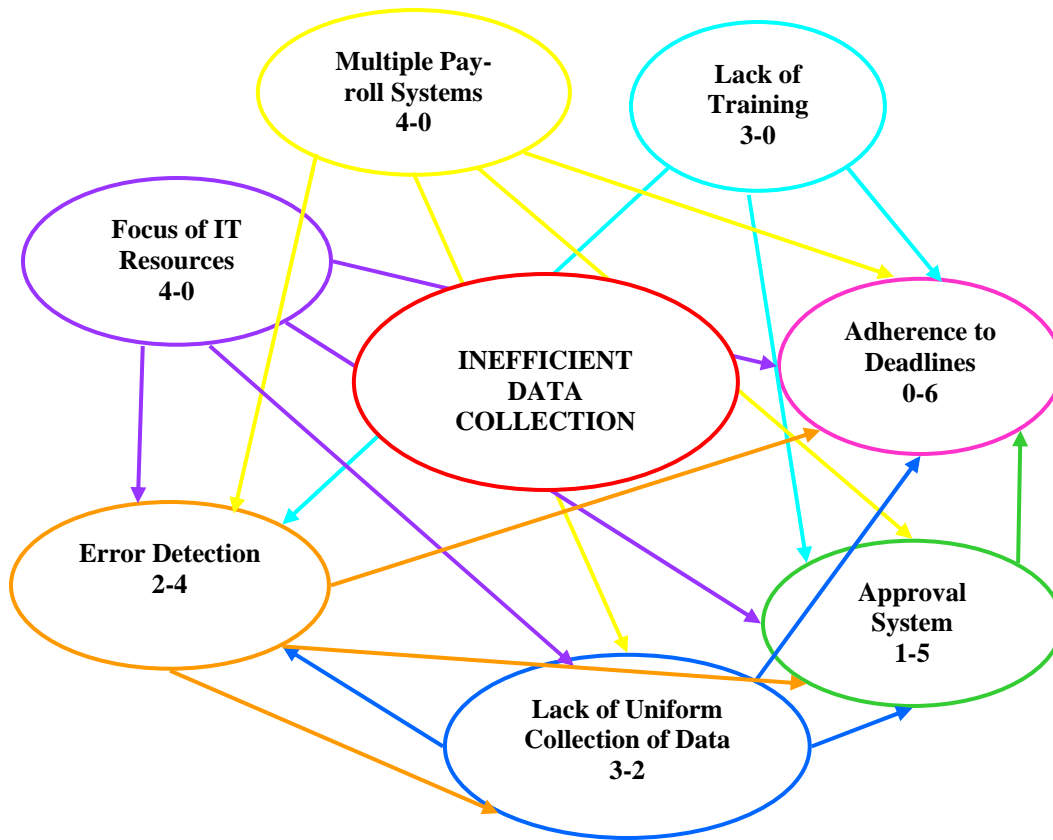
3. Do you require the direct supervisor's signature on the Exception-only employee attendance form?

Yes 5 62.5% No 3 37.5%

If yes, can someone else be designated to approve in the supervisor's absence? Yes 5 100%



RELATIONS DIAGRAM



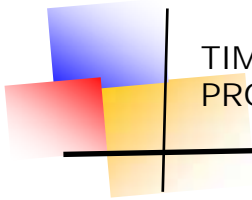
ROOT CAUSES

- IT FOCUS (4)
- MULTIPLE PAYROLL SYSTEMS (4)
- LACK/TRAINING (3)
- LACK OF UNIFORM COLLECTION (3)

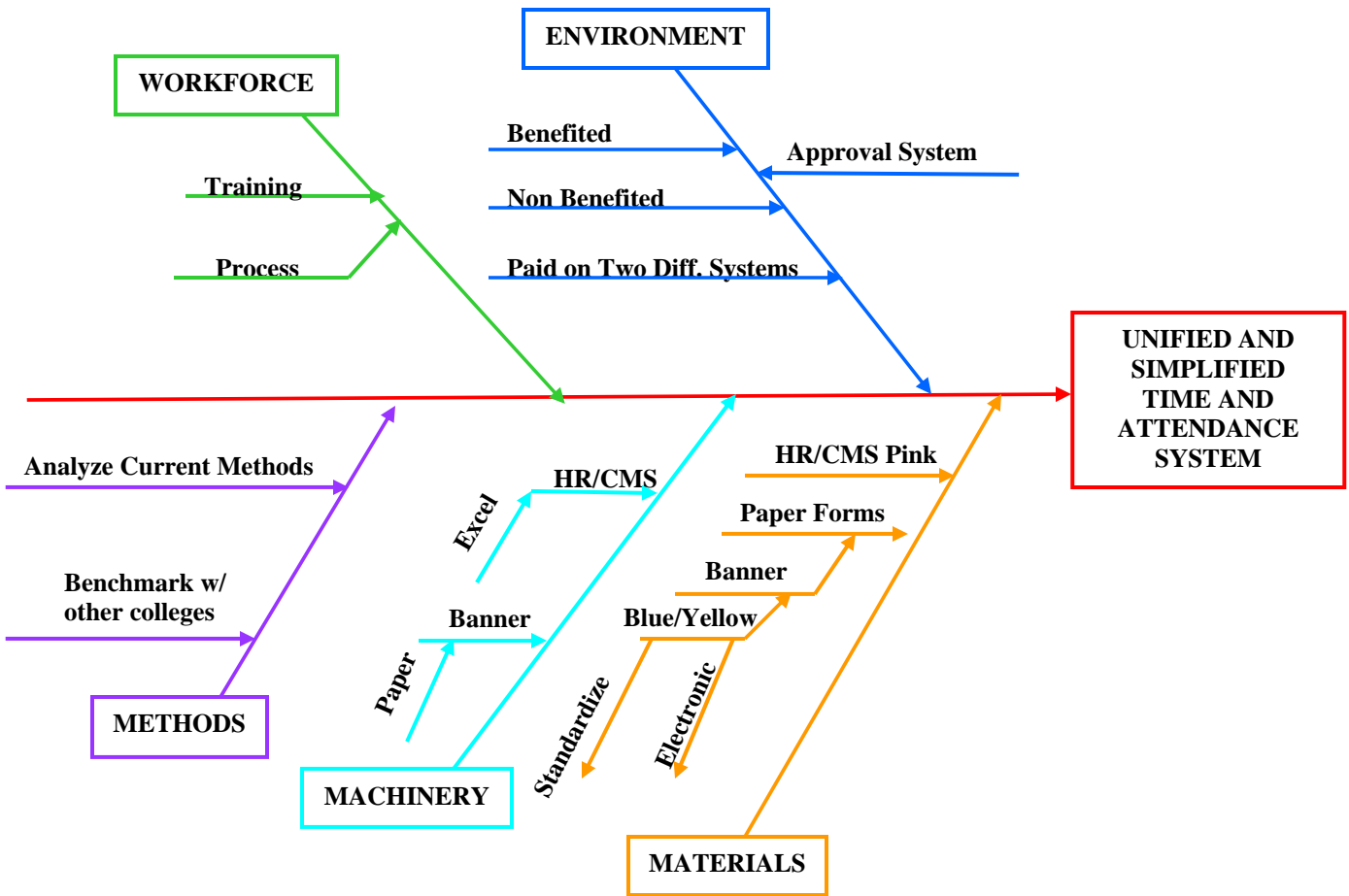
ROOT EFFECTS

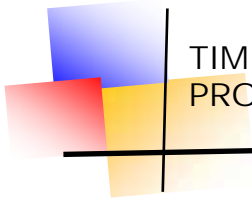
- ADHERENCE TO DEADLINES
- ERROR DETECTION—APPROVAL

Tail=Causes=1st #



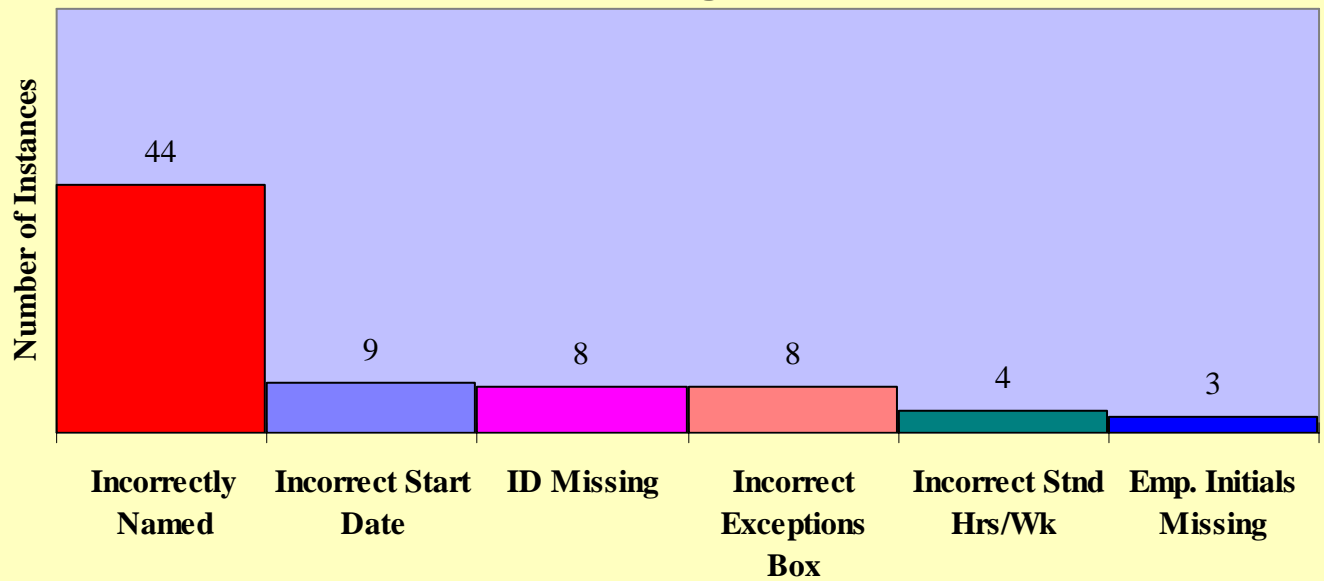
FISHBONE DIAGRAM



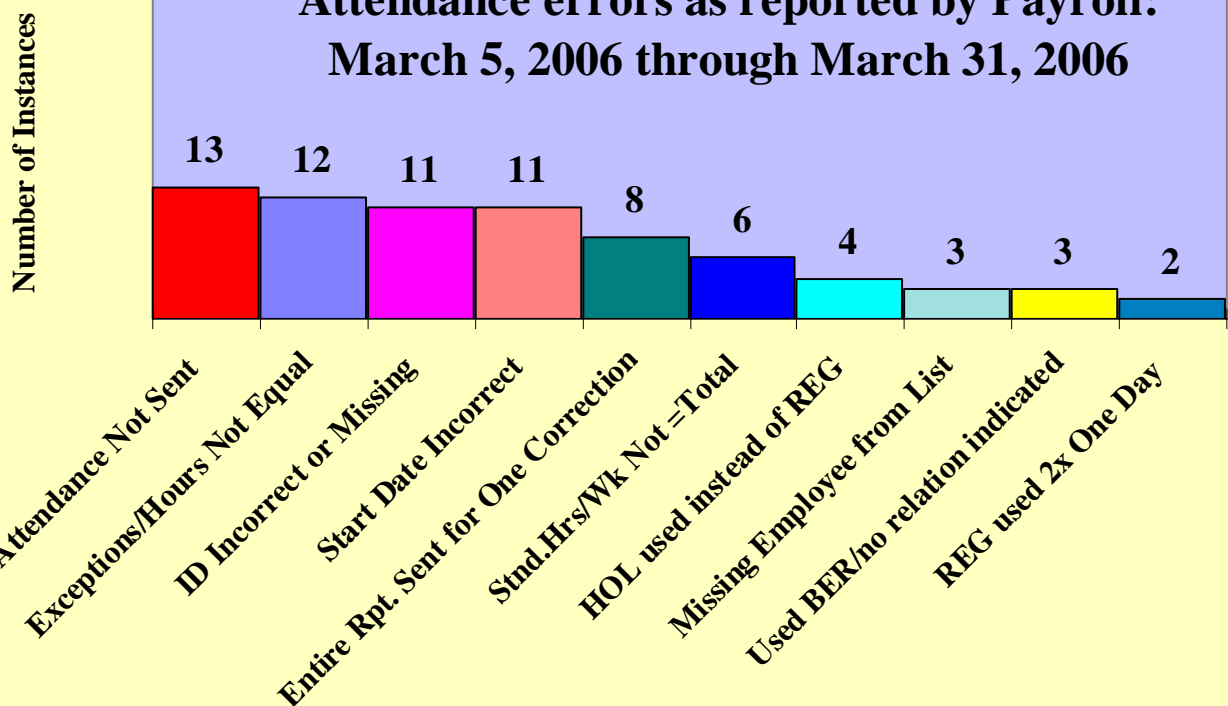


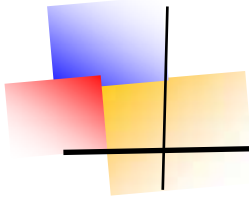
PARETO CHARTS

**Attendance errors as reported by Attendance Recorders:
March 5, 2006 through March 31, 2006**



**Attendance errors as reported by Payroll:
March 5, 2006 through March 31, 2006**

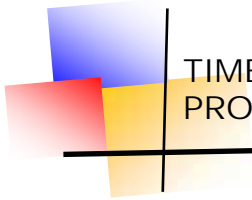




TIME & ATTENDANCE PROCESS MANAGEMENT PROJECT SPRING 2006

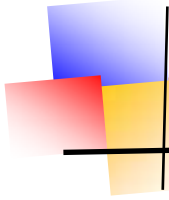
Analysis of data collected on errors encountered by attendance recorders for the 4 week period March 5, 2006 through March 31, 2006 as compared to errors encountered by Payroll Department for the same period

1. Forty-four (44) times over the 4-week period the attendance recorder needed to change the file name on individual timesheets to make all timesheets collected uniform.
2. Nine (9) times over the 4-week period the attendance recorder needed to change or request the employee to change the Sunday start date. In eleven (11) cases over the 4-week period the Payroll staff needed to correct the Sunday start date. This indicates that even though errors may be corrected by the attendance recorders on an individual employee's attendance the recorder is then making the error when cutting and pasting the information onto the group form for submission to Payroll.
3. Three (3) times over the 4-week period the Payroll staff did not receive a timesheet on an employee. Investigation as to why indicated that an employee had transferred to a different department and the new department's attendance recorder did not include on the group list.
4. Eight (8) times over the 4-week period the attendance recorder needed to change or add the employee ID to the timesheet. In eleven (11) cases over the 4-week period the Payroll staff needed to change or add the employee ID. Again, this indicates that even though errors may be corrected by the attendance recorders on an individual employee's attendance the recorder is then making the error when cutting and pasting the information onto the group form for submission to Payroll.
5. Four (4) times over the 4-week period the standard hours did not match the total hours submitted and in each case was changed by the attendance recorder. In six (6) cases over the 4-week period the Payroll staff needed to make the correction. Again, this indicates that even though errors may be corrected by the attendance recorders on an individual employee's attendance the recorder is then making the error when cutting and pasting the information onto the group form for submission to Payroll.
6. Eight (8) times over the 4-week period the exception box was not checked 'yes/no' by the employee. However, twelve (12) times over the 4-week period the Payroll staff needed to investigate because an employee's timesheet was checked 'yes' for exceptions but all regular hours were reported. Again, this indicates that even though errors may be corrected by the attendance recorders on an individual employee's attendance the recorder is then making the error when cutting and pasting the information onto the group form for submission to Payroll.
7. Three (3) times over the 4-week period an employee did not initial their timesheet and the attendance recorder made the correction.
8. Eight times over the 4-week period the attendance tracker sent the attendance report for the entire group when only making a change on one (1) individual and did not indicate which individual's attendance was changed. The Payroll staff then needed to call the attendance recorder to ask the name of the employee changing attendance.
9. Three (3) times over the 4-week period the attendance recorder reported bereavement leave on an employee but did not indicate in the email the relationship of the deceased to the employee. This information is required by the Payroll staff to ensure the employee is actually eligible for bereavement leave for the deceased.
10. Four (4) times over the 4-week period the attendance recorder reported holiday time for a non-holiday day. Although this question was not asked specifically on the form given to attendance recorders, it was noted as a problem by one attendance recorder and one supervisor as a recurring problem.
11. Two (2) times over the 4-week period an attendance recorder reported regular time twice in one (1) day so the Payroll staff needed to contact them to determine what code and number of hours to use for the day in question.
12. Thirteen (13) times over the 4-week period the payroll staff did not receive any attendance from one (1) of the 25 attendance recorders. Although this question was not asked specifically on the form given to attendance recorders, it was noted as a recurring problem by two (2) supervisors.



BANNER PAYROLL IDS

Banner Payroll IDs:	Definition	Payroll Frequency	Employee Group	Color Timesheet	Allow Payment from Contract rather than timesheet	How Hours/Amount Due reported to Payroll
BW	Bi-Weekly	Bi-Weekly	Non-benefited hourly employees	Blue/White	Yes	Timesheet completed by employee/signed by supervisor
			Employees working on a Product Contract	N/A		Contract signed by employee, department head, VP Administration
			Note-takers	N/A		Notetaker Timesheet completed by employee/ approved by Learning Accommodations clerk
NC	Non-Credit	3 times/ semester	Non-Credit instructors	N/A	Yes	Excel spreadsheet completed by department listing employee and amount to be paid
PF	Part-time Faculty	3 times/ semester	Part-time Credit Instructors	N/A	Yes	Download from Academic Affairs at beginning of semester/additional information submitted twice/ semester
WS	Work-study	Bi-Weekly	Work-study students	Yellow	No	Timesheet completed by student/signed by supervisor



TIME & ATTENDANCE
PROCESS MANAGEMENT PROJECT SPRING 2006

BIWEEKLY TIMESHEETS ERROR CHECKLIST (BANNER PAYROLL)

Errors made/ Actions taken	Payroll Period		
	3/5-3/18	3/19-3/26	Comments
1. SS# missing	2	2	
1a. Send without	2	2	
1b. Fill in			
1c. Give back to staff to fill in			
2. Dept/Work Area blank	3	2	
2a. Send without	1	1	
2b. Fill in	2	1	
2c. Give back to staff to fill in			
3. Funding Source blank	6	2	
3a. Send without	3	2	
3b. Fill in	3		
3c. Give back to staff to fill in			
4. Hours/# of hours does not equal	1		
4a. make correction/ init.	1		
4b. call/email staff member	1		
4c. Give back to staff to correct			
5. Total Number of Hours incorrect	1		
5a. make correction/ init.	1		
5b. call/email staff member	1		
5c. Give back to staff to fill in			
6. Supervisor not avail- able to sign			
6a. call payroll about delay			
6b. Other/ (designee signs?)			

Analysis of Workflow for Non-Credit payrolls

Non-Credit Payroll requests are generated by the following departments:

- Community Education Services
- Center for Business & Industry
- Center for Adult & Alternative Studies

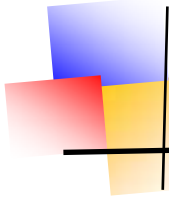
Departments send Excel spreadsheets to the payroll office at least one week before the payroll run which happens three (3) times per semester. For the Spring 2006 semester the payroll check dates are February 24, April 7 and May 19. Since payroll is only processed three (3) each semester sometimes paychecks are processed before the instructor has even worked. This can result in payrolls being processed when none should be because a class may be cancelled. For instance, the payroll check date of April 7 may include paychecks for classes running on April 8. Because we do not want to keep instructors waiting until May 19 to be paid, the paycheck is run at the April date. To pay someone on April 7, the payroll office needs the information no later than Monday, April 3. It may turn out that the April 8 class gets cancelled on Thursday, April 6, but the check has already been cut and now needs to be voided. To void the check the payroll office must run another payroll reversing the transaction for the individual in question.

Our analysis determined that the only difference between individuals paid on the NC Pay ID and those paid on the BW Pay ID is the frequency of payroll processing. The BW Pay ID processes employees paid on product contracts as well as employees listed by name and amount due on Excel spreadsheets in addition to those submitting paper timesheets.

Analysis of Workflow for Bi-Weekly 'BW' payrolls

Checklists were sent to seven individuals on campus that work in the departments submitting timesheets for this payroll. We only received error checklists, with the actual count of errors, back from two individuals. This is not enough of a response for this team to make a determination of what the problems are in how information is collected.

We would recommend though that the IT Department look at this issue to determine how best to automate the collection of time.

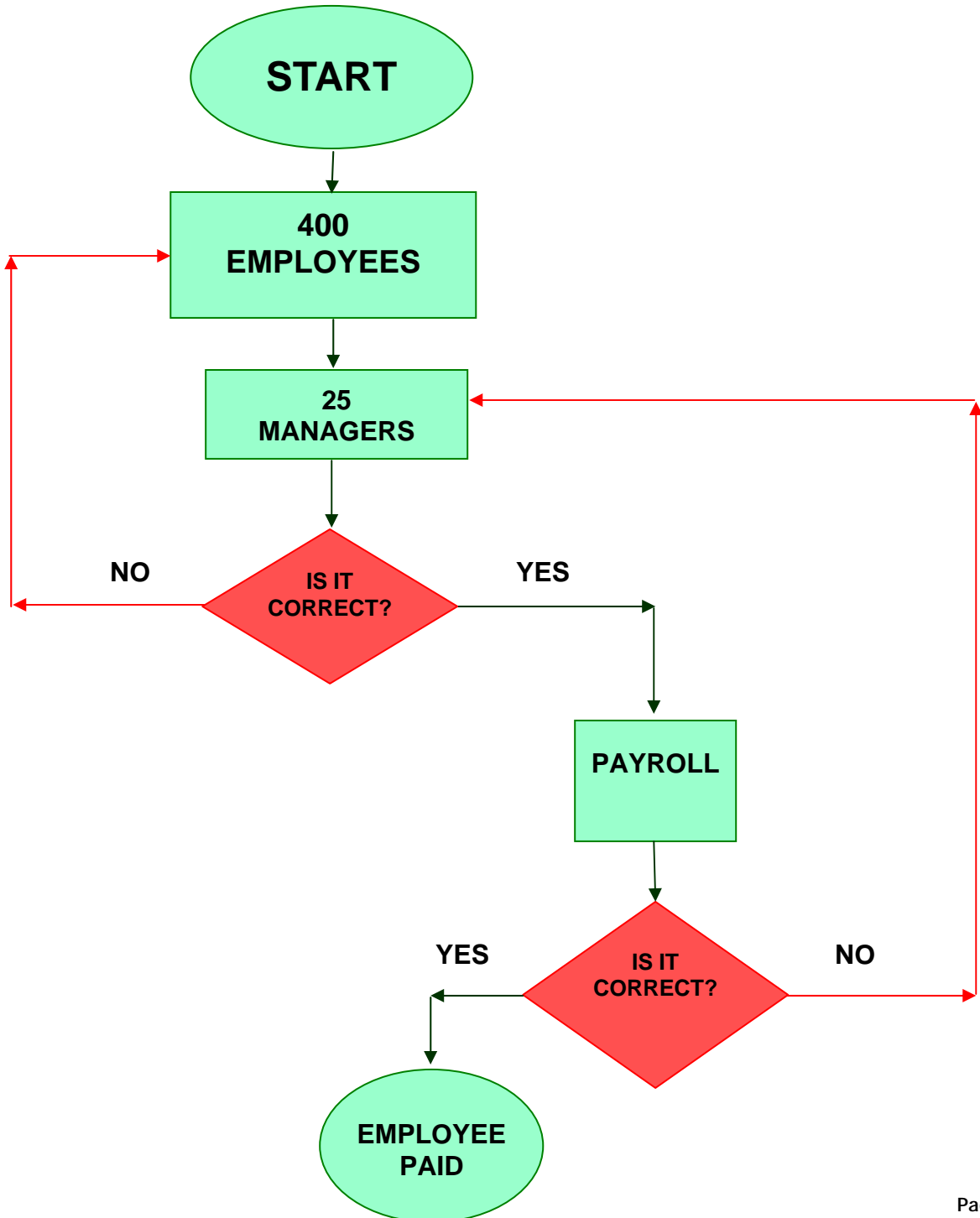


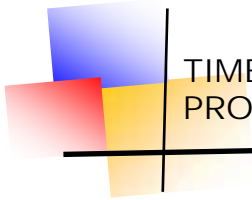
FORCE FIELD ANALYSIS

DESIRED CHANGE: FLOW OF WORK

DRIVING FORCES	RESTRAINING FORCES
<ol style="list-style-type: none">1.Efficiency2.Self-Service Environment3.People want to be paid4.Fewer errors5.Team Support	<ol style="list-style-type: none">1.Resistance to change2.Training3.Lack of Technical Skills4.Limited time for IT to devote5.People still using paper system6.Lack of knowledge/Someone else doing work

FUTURE HR/CMS FLOW CHART







Self Service Online Login

(For Faculty & Students)

My HECC ID:

PIII:

Log On As: ▼

[Don't Know or Forgot My HECC ID >>](#)

NECC Employee Timesheet

[SITE MAP](#) [CONTACT INFO](#) [LOGOUT](#)

[Personal Information](#) [Student Records and Registration](#) [Faculty Services](#) [Employee Services](#)

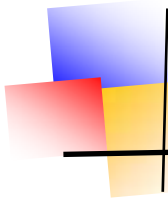
[View Department Default Work Week's](#)

[View Department Accrued Leave Time](#)

[Approve Department Timesheets](#)

[View History of Approved Timesheets](#)


[Assign Employee\(s\) To Approve](#)



TIME & ATTENDANCE
PROCESS MANAGEMENT PROJECT SPRING 2006



Default workweek


 If you have any questions or concerns regarding these default work week hours, please contact the [HR department](#).

NECC Employee Attendance - Default Work Week For: James W. Cotton

Sun	Mon	Tues	Wed	Thur	Fri	Sat
	REG - 7.5	REG - 7.5	REG - 7.5	REG - 7.5	REG - 7.5	

[| Return To Menu | Choose A Different Employee |](#)

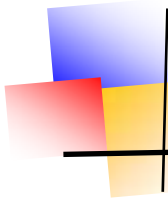
Accrued Leave

 If you have any questions or concerns regarding the accrued leave time, please contact the [HR department](#).

NECC Employee Attendance - Accrued Leave Time For:

	Updated	Carry Over	Earned	Taken	Adjusted	Balance
Sick	18-FEB-06	453.285	17.3076	30	0	440.5926
Vacation	18-FEB-06	213.6957	17.5386	0	0	231.2343
Personal	01-FEB-06	0	22.5	0	0	22.5
Comp	07-MAR-06	0	63.25	43.5	0	19.75

[| Return To Menu | Choose A Different Employee |](#)



TIME & ATTENDANCE
PROCESS MANAGEMENT PROJECT SPRING 2006



Timesheet Approval (Would include Holiday entered by the system when appropriate.)

Department Supervisor: Supervisor Name Here

 [Email All Department Not Submitted](#)

 [Borruso, Kathleen](#) Submitted - Approved

Sun	Mon	Tues	Wed	Thur	Fri	Sat
	REG - 7.5	REG - 7.5	REG - 7.5	REG - 7.5	REG - 7.5	

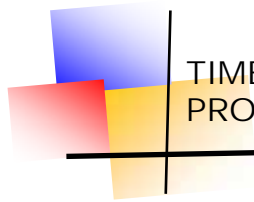
 [Cotton, James](#) Not Submitted - Not Approved

 [Desjardins, Jamie](#) Submitted - Approval: 
Not Approved

Sun	Mon	Tues	Wed	Thur	Fri	Sat
	REG - 7.5	REG - 7.5	REG - 7.5	REG - 7.5	REG - 7.5	

Backup Timesheet Approval Assignment

NECC Employee Attendance - Assign Employee(s) to Approve For: James W. Cotton			
Kathleen M. Borruso has been assigned to approve timesheets for James W. Cotton.			
Banner ID	Employee	Status	Select Option
00000301	Borruso, Kathleen M	Approval Granted	<input type="text" value="Select"/> 
00000224	Rossi, Steven A	Approval Granted	<input type="text" value="Select"/> 



IMPROVEMENT THEORY AND IMPLEMENTATION PLAN

Actions to be Taken:

For HR/CMS Attendance:

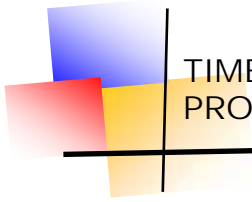
1. IT complete creation of automated attendance recording system to be available via the Internet. System to include specifications as outlined in background section of report.
2. Develop training for attendance recorders.
3. Provide hands-on training on new system to current attendance recorders so they can act as future 'on-the-job' trainers for their departments/divisions.
4. Develop presentation for all employees to introduce them to new system.
Hold group meetings to present new system to employees.

For Banner Timekeeping:

1. Eliminate the use of the separate Non-credit 'NC' payroll.
2. Process those paid via the "NC" payroll on the Banner 'BW' payroll.
3. IT department develop automated timekeeping system for Banner 'BW' and WS payrolls.
4. IT department develop automated system for collection of Overtime, Shift Differential or Compensatory time information.

The implementation of an automated attendance recording system for employees paid on HR/CMS will save time on the part of the employees, supervisors and, most of all, the attendance recorders and payroll staff. With an employee's attendance going directly to the direct supervisor, or designee, for approval this will eliminate the need for department/division attendance recorders. This will free them to do other work in their department/division. Payroll staff will know that what they receive is accurate. They will also only need to look at exceptions to the norm, which will be generated in report format by the system each week, rather than the attendance of all employees.

The elimination of the Banner 'NC' payroll and merging employees onto the 'BW' payroll will allow these employees to be paid on a more timely basis. This payroll is run every two-weeks as opposed to three times per semester. By moving to a Bi-weekly mode we will be processing only for work actually performed before the bi-weekly cycle end date. This should result in fewer 'void' transactions being processed by the payroll staff.



GANTT-IMPLEMENTATION CHART

Activity	May 22-31	June 1	June 12	June 5-30	July 1	July 3-August 25	Sept. 1
Schedule Training Facilities							
Prepare Training Materials							
Send Notice of Trainings to Attendance Recorders/ Supervisors							
E-Mail Non-Credit Coordinators Notice of Change of Bi-Weekly Payroll Schedule							
E-Mail Notice of Presentations to Employees--Registration Required							
Hands-On Training for Attendance Recorders							
Eliminate NC Payroll and Merge Affected Employees into BW Payroll							
Presentation to Employee Groups on New System							
Monitor Attendance at Presentations to determine who has Received Training							
Begin Using Automated Attendance System							

Study Results Plan

October 1, 2006:

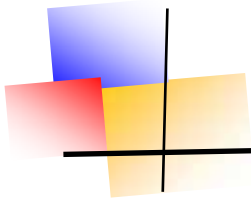
- Query attendance recorders/trainers on difficulties encountered by employees in using automated system and how resolved
- Query payroll staff on number of problems encountered and how resolved

March 1, 2007:

Repeat

Engraft Improvements

Include training on Attendance system in individual new Employee orientation at the department and human resources level as appropriate.



ACKNOWLEDGEMENTS

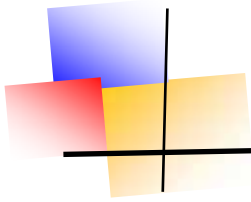
The Time & Attendance Process Management Team would like to express there appreciation to the following people who completed surveys, tracked errors:

Donna Ashbrook
Irene Chalek
Regina Correia-Branco
Donna Evers
Tammy Foster
Gail Gadd
Maria Hom
Dianne Lahaye
Nancy Moran
Susan O'Brien
Kelly Osmer
Vanessa Pepin
Lori Smerdon
Diane Sweeney
Cynthia Therrien
Gail Turner

And the following institutions who completed surveys on their current time & attendance practices/processes:

Berkshire Community College
Bunker Hill Community College
Cape Cod Community College
Greenfield Community College
Middlesex Community College
Mt. Wachusett Community College
North Shore Community College
Quinsigamond Community College

We would also like to thank Mark Andrews for the opportunity to work on this project as well as Kathryn Ronaldson and Stan Jensen for their guidance.



STEERING COMMITTEE FEEDBACK

DATE: May 4, 2006 SPONSOR: Mark Andrews, Vice President of Administration

Ideas for Improvement

Support

1. Implement attendance self-service functionality for employees paid on the HR/CMS system _____
2. Current attendance recorders be given 'hands-on' training and trained as trainers for their areas. _____
3. Mandatory attendance of all other employees at new self-service system presentation. _____
4. Eliminate separate Banner Non-Credit payroll and process payrolls for all affected employees on the Banner Bi-Weekly payroll. _____
5. Assign Fiscal 2007 project to IT department to implement automated time collection system for employees currently paid via paper timesheets on the Banner bi-weekly and work-study payrolls. _____
6. Assign Fiscal 2007 project to IT department to implement automated collection system for employees paid overtime or shift differential or using compensatory time. _____

Decision Meeting: May 19, 2006

Leader: Mary Chatigny