HR TECHNOLOGY ADVISORY COMMITTEE (TAC)

PROGRESS REPORT

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EXECUTIVE SUMMARY

The development of a new HR Technology Plan for the University with the targeted goal of modernizing the HR systems and launching new tools which create a more cohesive and efficient digital workplace for employees continues to build momentum. Objectives for this new program include new shared services and self-service delivery channels, allowing for increased collaboration and integration of HR processes across portfolios, lower administrative costs, and improved evidence-based decision making.

An important and distinguishing feature of this new technology plan is our stated vision to build new tools and processes that consider the needs of our employees and administrators holistically across technology domains. Projects identified target improvements within both the enterprise systems and desktop technology domains, allowing for more seamless collaboration between teams and new workplace efficiencies - the foundation for a strategic HR. The new strategic HR aims to create an engaging experience for the employee, deliver efficient and convenient services, and offer insightful information to senior leadership to meet institutional goals.

Significant Milestones to date:

- **Secured funding through budget submissions** for new Business Intelligence Centre of Excellence, new Sharepoint data hub, new service desk software, new safety incident software and new staff learning module.

- **Released first HR Analytics Dashboard** (Tableau) to Divisional HR Offices and hired new HR BI specialist.

- **Completed survey of divisional document needs and established Phase I deliverables** to migrate HR Blackboard portal content to Sharepoint.

- **Completed analysis of service desk vendor options with HR evaluation committee and selected ServiceNow.**

- **Secured central funding for Kronos** for all divisions and started full institutional roll-out to interested divisions.

- **Released new Manager (MSS) vacation and team calendar reports** to pilot group (165 managers) in preparation for full roll-out across U of T.

- **Confirmed vendor selection, implementation costs, and procurement for new safety incident software.**

- **Commenced project kick-off to enhance Academic Administrative Appointment Process.**

- **Initiated a new project to improve the overall quality of HRIS data** for the institution.
HR Technology Projects at a glance

HR Reporting and Analytics Centre of Excellence
This project will jump start the formation of a Reporting and Analytics Centre of Excellence for the Division of HR & Equity. The Centre of Excellence will be a foundational element of the new digital workplace for HR, allowing just-in-time analytics and deeper insight into HR trends.

Outcomes
- HR Reporting and Analytics Centre of Excellence, including a new self-serve hub.
- HR focused reports and dashboards that meet the needs of senior leadership.
- Best practices for data management, reporting automation, and analytical insights.
- Cross-training and succession planning for critical data processes.

Status:
- DAC project budget approved for 2018-19 – HR BI specialist
- New dashboards for Recruitment, Pay Scale Analysis and basic KPIs released Dec 2017 to all Divisional HR Offices.
- Requirements analysis started on new Key Performance Indicators for Divisional HR Offices (Health Index).

Launch new Document Management Sites for HR Division
This project will implement Sharepoint as the document management product of choice in order to enable file sharing of critical documents within the Division of HR & Equity. Sharepoint, along with Office 365, will be a foundational element of the new digital workplace for HR, reducing barriers for collaboration among Divisional HR Offices and streamlining virtually all business processes within the division.

Outcomes
- New HR document management hub for common documents such as letters of offer, policies, meeting minutes, etc. accessible to all HR divisional offices.
- New document management hub for VP HR for senior leadership.
- Best practices for records retention, document management, etc. for the division as a whole.

Status:
- DAC project budget approved for 2018-19 – Document Management Specialist
- Completed HR needs assessment survey and phased implementation plan for HR division.
- Launching a review of the HR Blackboard portal site. By end of March, determine which documents to keep, new table of contents for division, & governance strategy to manage needs going forward.
- Migrate all HR Portal content from Blackboard to new Sharepoint directory by July 2018.

Launch AskHR Service Desk
Over 20,000 HR service requests are received annually by the Division of HR & Equity through various email addresses and contact phone lines. This project envisions the installation of a new service desk application for HR, streamlining all HR inquiries through a central shared services unit to manage, respond and track approximately 70% of the standard HR inquiries.
Outcomes

- Deployment of Shared Services Help desk streamlining all inquiries. Potential for AskHR – one email address for employee inquiries.
- Online knowledge base allowing for convenient, self-service help.
- Conversion of approximately 80+ PDF forms to fillable online forms routed to the appropriate HR unit for resolution.
- Investigation of options to use Service Desk software for high risk Case Management for HR.

Status:

- DAC project budget approved for 2018-19
- Completed vendor review and selected ServiceNow (SN) for Human Resources.
- Completing a security review of SN for high risk case management.
- Determining final contract and cost and licensing requirements.
- Documentation of process flows for central forms started January 2018.

ESS/ MSS Leave Requests

This project will expand Employee/Manager self-service options to include leave requests for most salaried staff (vacation, sick, personal days), eliminating a multitude of paper based processes currently in place across the university. The new automated services are expected to deliver extremely high efficiencies/savings once fully in place and will be one of the most substantial improvements to HR processes in 2017-18.

Outcomes

- Convenient access to self-service leave requests (vacation, sick, personal) for USW, Confidentials, PMs and RA/SRA staff in the first phase.
- Ability for managers to approve requests online.
- Automated recording of leave requests in HRIS.
- New vacation reports and team calendars (displaying absences for team) for managers.

Status:

- Released new and improved vacation tracking & absence summary reports to employees (Oct 2017).
- Released new Manager (MSS) vacation and team calendar reports to pilot group (165 managers) in Rotman, EASI, two depts in Medicine, Architecture, HR and Central Finance (Jan. 2018).
- Fix all employee reporting relationships and release all MSS vacation and team calendar reports, university wide by July 2018. Implement new structured position creation process.
- Release new automated Leave Approval via ESS/MSS to pilot group (Spring 2018)

ESS/MSS On-line Benefits Enrolment

This project will expand Employee/Manager self-service options for appointed staff to include online benefits enrolment services eliminating the current highly manual paper based processes. This new automated service is expected to deliver extremely high efficiencies/savings once fully in place and will be one of the most substantial improvements to HR processes in 2017-18
Outcomes

- Ability for employees to electronically fill and submit benefits enrolment form.
- Ability for central and divisional HR office to review, validate and update the HRIS.
- Improved data integrity of benefits information.
- Focus on performing value-added work by central and divisional the benefits administrators

Status:

- A prototype of possible screen designs and options for intuitive processes has been completed
- Development effort for customization and implementation will be assessed in spring 2018

Roll-out Kronos Time and Attendance Software

Kronos Time and Attendance software provides for electronic timesheets, timeclocks, or mobile check-in for hourly paid or casual employees at U of T. The product is integrated with HRIS eliminating the need for paper based systems to capture this information. Kronos was recently approved for central funding (licenses) allowing for more units to take advantage of the application.

Outcomes

- Centrally supported electronic Time and Attendance system for hourly paid employees.
- Online approval process for managers.
- Integration of system with HRIS payroll.
- F&S Trades Services: Time and Attendance integrated with Service Orders system (time charged by employees to service orders).

Status:

- Information overview sessions provided by Kronos for UTM and St George (Nov 2017).
- Central Funding made available for on-going employee/manager license costs (Jan 2018 forward).
- Assessments and implementations underway in 2018 for STG F&S, UTM FMP, Provost, Nursing, OISE, Rotman and DUA.
- This project is extremely successful. Co-op student to be hired to assist with implementations.

Incident Management and Workplace Safety Software

This project will streamline incident reporting on campus and ensure issues are quickly and appropriately directed to Environmental Health & Safety (EHS) and Health & Wellness (H&W)/Workers Compensation (WSIB) for investigation as regulated by the province. This is a joint project between the VPHRE and VPRI eliminating the need for duplicate systems or modules within H&W and EHS performing the same function.

Outcomes

- New incident reporting form integrated with main systems on campus (Medgate/HRIS) eliminating duplicate entry.
- Upgraded and supported system to meet provincial safety regulations and WSIB claims.
- Consolidated incident reporting (EHS & HW).

Status:

- DAC project budget approved for 2018-19
• Vendor selection, security risk assessment, vendor statement of work, and implementation cost estimates complete.
• Project to commence in May 2018.

Consistent Job Description and Posting
The Consistent JD project will produce consistent Job Descriptions for USW positions which are created from pre-evaluated statements. Once fully rolled out, managers and HR Consultants will start the JD creation process by selecting a template from a catalog of pre-written, pre-evaluated JDs rather than starting with a blank page thereby eliminating the guesswork and many of the manual steps currently required. The new processes are expected to deliver extremely high efficiencies/savings once fully in place and will be one of the most substantial improvements to HR processes in 2018-19.

Outcomes
• A centralized inventory of consistent job descriptions for all appointed USW staff.
• Ability for Managers/HR professionals to search the inventory for job content.
• Ability for Managers/HR professionals to create JDs by selecting pre-written and evaluated content.
• Streamlined processes for JD creation, classification and posting.

Status:
• Over 95% of Job Class Descriptions completed.
• Approximately 70% of the JDX system is configured.
• Development of interfaces to Taleo and HRIS has started.
• A new cross divisional Risk Assessment committee has been created to advise on communications, training, and implementation strategies.
• Roll-out of pilot group scheduled for June 2018

Recognition Program Application
HR Recognition programs at U of T are designed to foster and inculcate a culture of recognition and appreciation for faculty and staff who contribute to the success of the institution. This project implements a new software package to automate many aspects of the formal recognition processes now in place at the University.

Outcomes
• Electronic nominations and application management
• Single sign on and email notification
• Consolidated and automated reports and analytics
• Peer to peer recognition
• Integrated gift catalogue for awards programs

Status:
• Confirmed software vendor “Fraser & Hoyt Incentives Ltd” to automate ETIA, True Blue and basic awards nominations
• Confirming business process designs and configuration of system
• Targeting roll-out for True Blue and ETIA in spring 2018
Academic Administrative Appointment Process

The purpose of this project is to build an enterprise level solution that will simplify the Academic Administrative Appointment (AAA) process and create a single, easily accessible and authoritative source of data concerning all Academic Administrators (Deans, Chairs, Directors) and AAA positions within HRIS. The solution aims to establish a single interface for AAA’s with enhancements to HRIS that will enable simplified maintenance of AAA positions, vastly improved data quality relative to AAA’s and improved accuracy and facility for reporting of current, future and past AAA’s.

Outcomes

- Generate reliable, enterprise level, searchable data relative to all faculty in academic leadership positions in support of multiple purposes.
- Simplify the nomination and on-lining of approved AAA’s (currently very labour intensive, repetitive).
- Facilitate off-lining (removal of AAA’s on completion of term – avoiding confusion, overpayment etc.)

Status:

- Project budget and scope confirmed.
- Project Manager assigned and team resources hired and in place.
- Project commenced in January 2018.

Research and Study Leave Calculator

This project is intended as the first step towards creating a Research and Study Leave calculator through the ESS portal. The ultimate goal is to fully automate the leave request process across the University, eliminating the current manual process, allowing individual faculty members to check their RSL eligibility online and submit a request for RSL for approval. In Phase I, adjustments will be made to HRIS to accommodate all data relating to leaves, creating a single, consolidated, and authoritative source of data reflecting existing individual faculty entitlements. Once records for all data have been reconciled across central and Divisional/Departmental offices, provide reports through HRIS to divisional Business Officers to verify potential research leave requests.

Outcomes

- Consolidated and accurate leave records maintained in a central authoritative system (HRIS) allowing for risk analysis at any level and a myriad of other reports.
- Online Research and Study leave eligibility calculator for faculty.
- Ability to automatically record leaves within HRIS once approved.
- Future:
  - Ability for faculty to easily check eligibility and request research leaves online.
  - Ability for departments, Dean’s Offices and VP FAL to approve leaves online.

Status:

- High level scope and solution design complete.
- Team resources identified.
- Project to begin in spring 2018.
Data Quality Review Project (new)

This purpose of this project to identify and implement targeted strategies which improve the overall quality of HRIS data. Tactics to meet this requirement will include new system error checks, end-user training programs, fast entry screens and better audit reports.

Outcomes

- Establish Data Quality baseline and ongoing monitoring and metrics.
- Determine root causes of data errors with attention to error prevention.
- Rate severity of errors and implement mitigation strategies.
- Integrate data quality activities into other projects.
- Engage divisions and management in data quality process.

Status:

- Initial meetings and consultations carried out with Payroll, FAL, Internal Audit, P&B, & Medicine.
- Analysis of current HR Data Integrity report – unique errors, warnings, basic dashboard underway.
- Initial improvements will be targeted to academic information.

Staff Learning Module

The implementation of a new Learning Management module for Staff is suggested as the first step in fully modernizing the main HRIS systems at U of T due to the broad appeal and value of this module across the university.

Outcomes

- A new “one-stop shop” inventory of learning opportunities for staff at U of T
- Ability to create dynamic online learning material or links to external online learning sources
- Ability for staff to conveniently register for courses, and record external certifications and record completion of mandatory courses (e.g. F&S, EH&S, Athletics, AODA).
- Integration of acquired learning with future HRIS modules such as Performance and Talent Management

Status:

- DAC project budget approved for 2018-19
- New Course Curriculum maps underway for technology courses (paper mapping)
  - Office 365, Sharepoint, HRIS etc.
HRIS – Operational Improvements

Gender Inclusivity Phase 2 (analysis underway)
  o  Audit remaining 600+ HRIS reports/interfaces, implementing “Known As” changes where possible
  o  Explore options to request changes to “known as name” and form of Address through ESS
  o  Goal is complete Phase 2 by end of 2018

New Payroll Spinifex Reports (March/April 2018):
  o  Release five new payroll audit reports for divisional Business Officers

USW Step Increase (March/April 2018):
  o  Automate USW step increase on HRIS

Search by Student Number (March/April 2018):
  o  Fix all student numbers on HRIS and implement new search function. Add new student # lookup table to prevent future errors

Bill 148 Implementation (2018)
  o  Set new minimum wage rate - $15 ($14 for Work Study), automate vacation accrual after 5 years, automate vacation payout after 5 years

SuccessFactors – Education license with Rotman (Jan 2018)
  o  Implemented SAP SuccessFactors with Deloitte for use in Rotman undergraduate class for hands on instruction