

INDEAVOR



Large Government Case Study

About the Agency

With 8,000+ employees, 15 different union groups, and hundreds of scheduling, leave management, and time attendance policies and paper practices at their 30+ locations, this government agency was faced with a very difficult challenge: how to implement a standard workforce management solution agency-wide. Each agency department's paper and/or excel focused scheduling and leave management processes allowed enormous flexibility within each scheduling unit, however it lacked some core organizational principles that are key in engaging and empowering employees and managers and providing standardization and visibility to the agency leaders as a whole.

Before Indeavor

Prior to Indeavor the agency faced the following challenges with their homegrown workforce management systems:

Certification Compliance/Enforcement in the field: with a lack of proper records and controls surrounding certification and qualification management, employees who weren't qualified for specific positions worked them for years with little oversight. This produced \$10,000,000 in fines from a separate national agency (responsible for oversight), as well as millions in trying to correct the problem

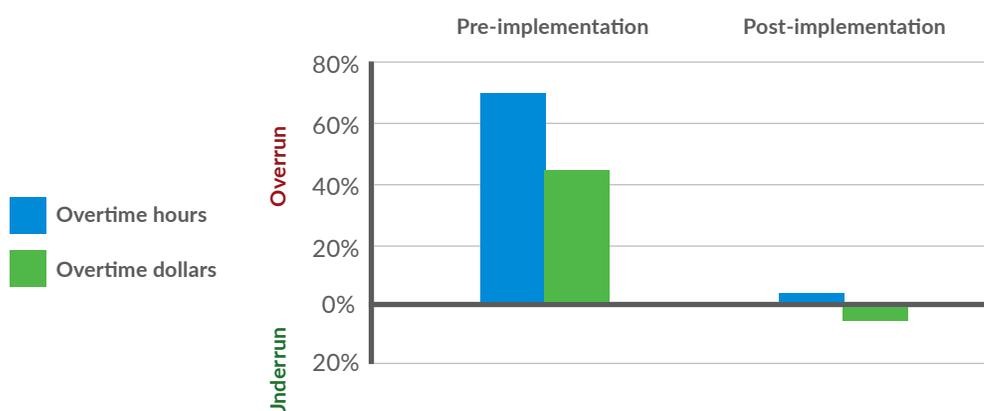
Solution: A certification management system and interface from Human Capital Management system (PeopleSoft) to their Indeavor Workforce Management system was implemented to address this problem.

- As employee obtain and lose certifications, the certification management system is updated by certification manager
- In a weekly interface, new qualifications are available and imported into the workforce management solution
- After importing, qualifications are updated for the target employee enforcing two things:
 - Assignments created in the future are removed if the employee's qualifications for the position have expired
 - All new assignment workflows enforce qualifications and the employee cannot be assigned to the job
- This level of control has been accepted by the governing agency as an acceptable technical solution to manage certifications and safeguard against employees unqualified to work assignments
- **Benefit:** Since the solution's inception, the agency has not been fined once and the fine was reduced by \$8,000,000

Constant Overtime Overrun: in lieu of technology and standard solutions in place made for hundreds of different paper-processes the backbone of their scheduling operation at their facilities. This made it impossible for employees to see their schedule real-time, making it arduous for schedulers to fill vacancies. In a 24x7 and complex scheduling environment, the agency was faced with thousands of union grievances and a lack of trust between employees and management staff.

Solutions:

- **Approval Process:** The time approval process went from paper to electronic which enforced certain workflows that reduced overtime. For example, if any overtime is incurred on a shift, an approver is required to open the timesheet and verify overtime, which has enforced scrutiny through technological controls.
- **Overtime Callout Procedures:** "Bypass" grievances or calling an employee out of order was a normal occurrence historically. This was largely due to sorting/filtering errors made by manual creation of callout lists. This resulted in additional overtime. After implementation, the manual creation of callout lists is both automated and auditable, providing a great reduction in bypass grievances.
- **Benefits:**
 - Overtime hours overrun by 69% in 2013 (pre-implementation) compared to 2% in 2016 (post-implementation)
 - Overtime dollars overrun of 45% in 2013 (pre-implementation) compared to an underrun of 4% in 2016 (post-implementation).
 - Bypasses went from 58 in 2015 (pre-implementation) to 14 in 2017.





Lack of Standardization/Transparency: in lieu of technology and standard solutions in place made for hundreds of different paper-processes the backbone of their scheduling operation at their facilities. This made it impossible for employees to see their schedule real-time, making it arduous for schedulers to fill vacancies. In a 24x7 and complex scheduling environment, the agency was faced with thousands of union grievances and a lack of trust between employees and management staff.

Solutions:

- **Standardized scheduling solution that provides agency visibility:** The scheduling solution implemented is largely consist over various locations providing a standardized way to view schedules and understand variances. By replacing one-off spreadsheets and paper record keeping, management staff can obtain meaningful information in real time about their workforce.
- **Standardized time approval process:** Time approvals have been standardized by implementing roles and controls at each facility through technology. This enforces regulatory aspects of time sign-off by restricting deviation that would otherwise go unnoticed on paper/excel.
- **Standardized payroll interface and payroll automation:** Outside of entry error reduction, standardizing the payroll interface to automate processing consistently across all locations ensures all employees are processed according contract, not to mention a documented process of how the interface and automation operates.
- **Standardized overtime callout automation:** Historically, employees volunteered for overtime opportunities on paper. Each supervisor would compile all volunteers and organize by seniority and year-to-date overtime totals maintained differently at each command. After implementation, employees volunteer for overtime using an employee kiosk accessible from the office, at home or on mobile. This information is then automatically compiled (filter/sort) a callout list considering seniority and overtime from the system of record. The supervisor is able to indicate whether the employee was called and a timestamp of the entry is record. This solution provides a remote option for employees, automatic aggregation, filtering and sorting for supervisor's and an audit log for audit.
- **Real time workforce analytics:** Historically this information was siloed in the moment and required analysis after the fact through payroll data. After implementation, by leveraging business intelligence analytics, real time reports and data was made quickly available to take proactive steps to more properly manage the workforce.

Manual Entry Payroll Errors: heavily paper processing meant specific agency employees were responsible for manually updating employee timesheets into their payroll system. Due to the complexity of the timesheets and human error, the agency found that they were spending \$7,000,000+ annually in mistakes, while making it impossible to correct without the proper technology in place.

Solution: Employee approved schedules and actuals from WFM interfaced to payroll system

- WFM to Payroll (part of core HCM)
 - Employee base schedules and vacations are scheduled before the year begins
 - As new information is available, schedules are updated to accurately reflect changes such as new positions, overtime and last-minute vacancies
 - Throughout the shift and after, changes during the shift are updated in ScheduleSoft
 - All changes are approved and then staged for payroll (PeopleSoft)
 - PeopleSoft imports schedule information to data entry
 - **Benefit:** Over 95% of manual entry removed, thereby eliminating most issues due to entry errors

Limited Technology: time and attendance, scheduling, and leave management play a key part in any complex operation – without a workforce management system, the agency was not able to share this information with any of their agency systems, which caused huge delays for both employees and management alike. Incorrect paychecks, zero real-time workforce analytics, and a general black-hole as to what was going on in the operation caused obvious tension between working teams.

Solution: Long and short-term schedule creation and automation, employee engagement through a kiosk, HR import include leave and overtime balance imports, electronic time approval processing, payroll interface, absence management automation, qualification enforcement and overtime callout procedural workflows.

About Indeavor

Indeavor provides workforce management solutions to clients in manufacturing, energy production, government, and other continuous 24x7 environments. By combining our SaaS platform, WorkLoud, with custom, end-to-end workforce management solutions, we ensure your company can rely on having the right employee, in the right place, and at the right time.