Delivering operational value through T&A and Payroll

NZPPA Conference 2024

Understanding the Business Needs

Problem Statement

18 Businesses with over 1,500 People Managers using different T&A systems

Managers spending hours doing employee timesheets each week

No ownership of T&A and systems not internally supported

T&A configuration out of date and not reflective of employment agreements

Substantial manual manipulation of timesheet inputs by payroll

Solution

To deliver a Time and Attendance solution to add value to the business through:

- simple, cost effective, flexible, easy management of the workforce

- seamless, accurate, integrated, timely payroll processing

- functionality and insights to support operational efficiency, safety and optimised people costs.

The Business Case

Present T&A strategy to FB NZ T&A SteerCo for approval

Identify and set up project team

Engage representative GM customers to assess, discuss, endorse and support T&A strategy and create a shared understanding of the goals and process back into the Divisions
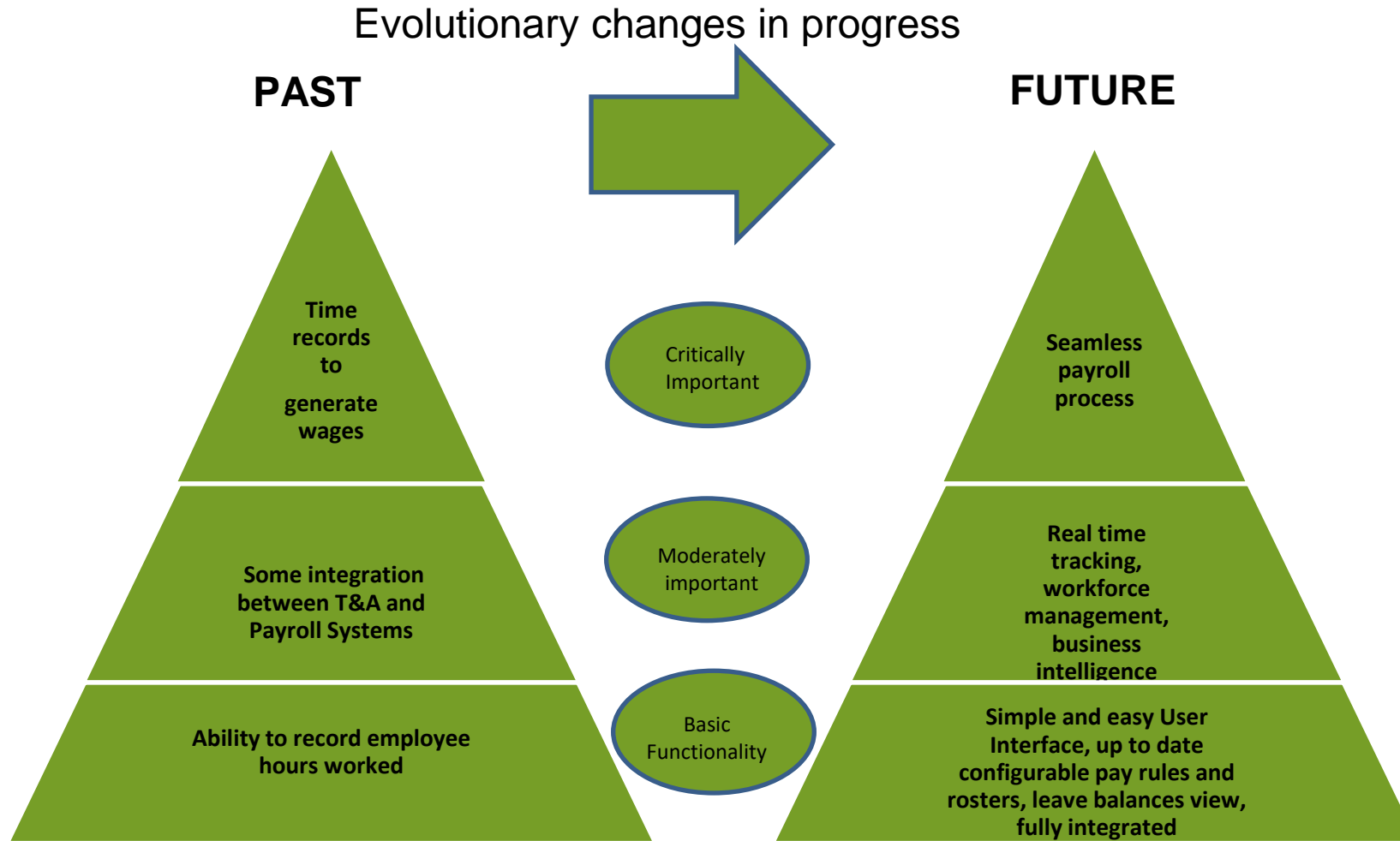
RFP process

Built compelling Business Case which included stakeholder endorsement

Vision: Enhanced people experience through smart and seamless time and attendance

Customer/Stakeholder Hierarchy of Needs

Evolutionary changes in progress

PAST

FUTURE

Time records to generate wages

Critically Important

Seamless payroll process

Some integration between T&A and Payroll Systems

Moderately important

Real time tracking, workforce management, business intelligence

Ability to record employee hours worked

Basic Functionality

Simple and easy User Interface, up to date configurable pay rules and rosters, leave balances view, fully integrated

Aligning the Business and Project Team

Measures and Rewards	• Less manager time spent on managing and correcting T&A files, more time to focus on operations • Reduced error rates in T&A source data and ore reliable management information • Lower wage cost through reduced error rates and minimized time loss • Reduction in payroll processing time creating greater capacity and flexibility
Structure and Processes	• Confirm T&A Project team endorsed by FB NZ T&A SteerCo • Project team are 100% committed to project delivery and not hybrid project/BAU • Set up GM customer group, BU T&A customer groups and payroll stakeholder groups to validate requirements and priorities – maximise cross functional participation • Mobilise T&A Project team to work on requirements, vendor review, RFP and business case • Engage representative teams to validate progress including Procurement, T&A users, Payroll and People Managers
Culture	• Everyone works collaboratively in a trusted and open environment • Focus on our customers and stakeholders needs and future requirements • Be mindful of competing priorities in our customer/stakeholder environments • Focused on the goal and driving momentum to add value at every stage
People	• Project team selected for their attitude, technical expertise and ability to work collaboratively • Team to focus on bringing customers and stakeholders on the journey • Use existing resources as our experts and shared experiences to ensure success • Team who seek, plan and celebrate success

Operational Value Unlocked Through WFS T&A Solution

Gaps in compliance with legislation & employment agreements

Automatic calculations ensuring conformity and removes risk around under and overpayments.

Managers not aware of entitlements.

Ownership taken over T&A by specialists who understand requirements.

Limited or No integrations

Time saving for managers and HRIT.

Automated movement of employees and leave balances.

User licenses kept up to date.

Manual processes

Clocks installed, elimination manual timesheets.

Streamlined approval process.

Overall time saving for T&A process and businesses now aligned with systems/processes.

Manual adjustments

Removed manual adjustments with accurate configuration.

Reduction of emails between payroll and businesses.

Delivering a High-Quality System Implementation

High Performing Project Team

Business Units still fully engaged in implementations

Current users very happy with experience and benefits

Accurate Payroll inputs & no manual manipulation

Detailed and robust discovery process

Comprehensive test process and controls

Good business support structure for users

Effective Change Management and Training Material

Good relationship with WFS: able to respectfully challenge each other

Learning workshops – used for future Business Units

Businesses Live in WFS
9

Employees Live in WFS
3,376

Number of Managers
255

Businesses to go
7

Change Management

Change Management

- ➤ Working with P&P and BU Leaders
- ➤ Comms to the business
- ➤ Change Plan
- ➤ Business Readiness assessments
- ➤ Surveys, Posters, FAQ's, toolbox meetings
- ➤ Suite of documentation, job aids and guides

Pre Go-live Activities

- ➤ Payrule testing
- ➤ User Acceptance Testing
- ➤ Parallel Payrolls
- ➤ Documented Cut-over plans
- ➤ Go-live meetings
- ➤ Go/ No-go signoff

Training & Support

In-person and teams training sessions

E-learning & MT chats

Manager Checks

Employees	•Check you can log in and see your employees
Schedules	•Check your employees have the correct schedule assigned
Training	•Check you and your employees (only if using Hub page) have completed the required training modules.
Surveys	•A readiness assessment sent out four days before go-live.
Hyper care	•Two to four pay periods of hyper care support for managers

T&A Support and Continuous Improvement

Support Model

- Systems team is first point of contact for issues, then:

- Payroll team for data issues in payroll system, liaise with HR for corrections in HR system

- IT team for issues with time clocks, connectivity, and hardware support

- AMS team for software bugs, configuration changes, and integrations

Framework

- Service Now – ticketing system for managing queries. Knowledge Base articles for common issues.

- User guides

Service Level Agreements

Query	1st SLA	2nd SLA	Resolution
Access request	Within 2 hours. Review ticket, investigate user account. Raise with IT Service Desk	24 hours. Access granted	Within 24 hours
Urgent pay run issues	Within 30 mins. Review ticket, start investigation. Engage with other teams where required.	Minimum of every hour. Provide updates to requestor and other interested parties.	Within same day, or next morning for late requests/issues.
Configuration changes	Within 2 hours. Review ticket, investigate what is required. Within same day. Submit request to AMS team.	Every 2 days. Provide updates to the requestor and other interested parties. Follow up with AMS team for updates, highlight urgency of issue/resolution, where required.	Within a week or prior to the next pay run if required for processing.

T&A Support and Continuous Improvement

Training

- Branch managers

- HR teams

- Payroll teams

- Support team

Training Model

- On-demand courses for approvers through FB training portal

- In-person sessions led by project and support team ahead of go-live

- Training for new managers

- Mentoring sessions by AMS team to FB support team – bring config changes in-house after project has completed

- Virtual courses for FB support team, delivered by vendor

Course Number	Course Name
CT101	Time Fundamentals
CT102	Time Basic Configuration
CT103	Time Advanced Configuration
CT104	Time Complex Configuration

T&A Support and Continuous Improvement

Continuous Improvement

1. Changes to be made to technology or process

2. Proposals should have an overall benefit to the user population

3. Prioritisation matrix to rate proposals based on:
   - value
   - customer impact
   - complexity
   - resources/timescales
   - risk & issue mitigation
   - costs
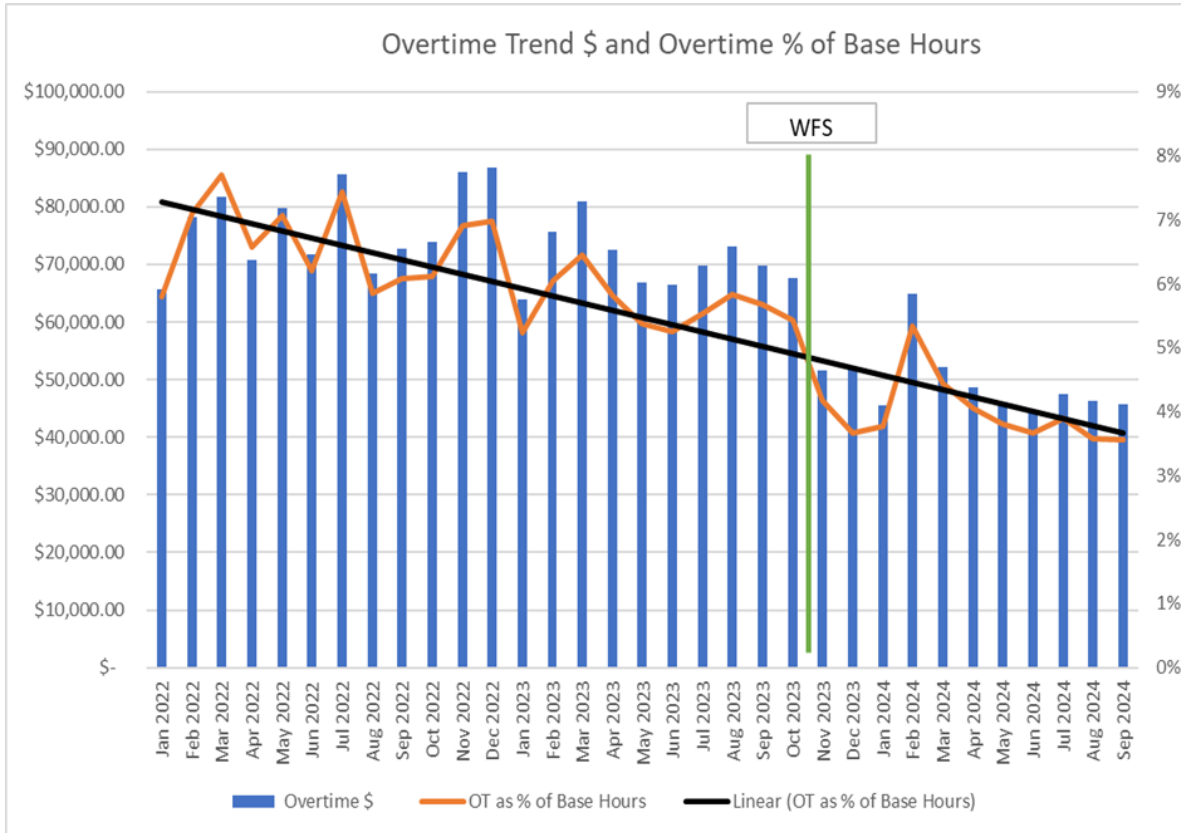   - reporting

Continuous Improvement Model

1. BU rep collates feedback received from sites, managers, super users, employees etc

2. BU rep forwards suggestions to the FB support team

3. FB support team validates proposals

4. SteerCo evaluates proposal against prioritisation matrix and other proposals in play

5. SteerCo provides direction on which proposals to:

   - Take forward
   - Put on hold, requires additional information or has lower priority
   - No further action

Examples

- Data, reporting and business insights e.g safety measures

- Configuration changes to improve user experience e.g. edit access

WFS Benefits Tracking – one Business Unit – 2,000 employees

Overtime Trend $ and Overtime % of Base Hours

Legend: Overtime $ — OT as % of Base Hours — Linear (OT as % of Base Hours)

Overtime as a % of Base Wage Cost has reduced from 6.75% to 4.13% to end Sept on prior year

Payroll cost reduction of 1.91% on waged employee cost since implementation into this Business Unit

Payroll manual adjustments reduced to zero with WFS

Managers confirm less time spent on T&A each week with WFS

Business has cited better management of contracted hours v hours worked since WFS implementation resulting in reduced overtime.

Source or Note:

WFS Benefits Tracking

Non-Financial Benefits

- Enables efficient leave liability management and reduction
- Reduction in effort for managers
- Holidays Act Compliance: provides accurate information to payroll to enable correct leave rate calculations
- Accurate budgeting through labour management

"took less than 10 mins to check and approve… previously, it would take hours"

Logistics Supervisor

"approvals literally took seconds this morning…. Compared with an hour or so in ADI"
Coil Production Manager

"Very quick approval process"

Regional Manager

"Payroll and approvals are way easier and quicker now than previous"

Production Manager

Questions?