

Provincial Human Resource
Management Systems Partnership

Alliance Management Office Report

November 2010



Where ideas work

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1. Initiative Overview

Context and Strategy

In November 2004, the Province of British Columbia (the Province) entered into its first Alternative Service Delivery (ASD) agreement with a private sector vendor. This agreement was to provide innovative Payroll and Human Resource information systems services to the public sector. The agreement between the Province, TELUS Communications Inc. and TELUS Sourcing Solutions Inc. (TSSI) (collectively "TELUS") is now entering its seventh year.

During the past year a number of activities were initiated to improve services and provide direct benefits to customers. Activities included a significant update to the Employment Opportunities website which provided extensive enhancements that assist the BC Public Service Recruitment System Hiring Centre. The Employment Opportunities website provides an online recruitment system to help hiring managers fill jobs faster and more efficiently thus reducing the time and cost to hire, and the amount of manual work required for hiring managers.

Another activity was the on-boarding of approximately 5,700 employees from various ministries to Time On Line. The addition of these employees to Time On Line means all but a small handful of government employees are now using Time On Line, realizing its time and cost saving benefits.

In the past year there have also been improvements to the government mail distribution process, whereby government mail to employees, including T4's, is now delivered to each employees' home address, or an address of the employees' choice, rather than to government locations, resulting in reduced distribution costs and increased efficiencies.

Other activities undertaken in the past year included the incorporation of system and process amendments to accommodate changes to collective agreement contracts and the implementation of the Harmonized Sales Tax (HST).

A. Context and Background

This ASD agreement aligns with the payroll vision for the Province, which is to standardize and streamline payroll, leave management, leave, and time reporting and to enable employee self-service functionality. Implementation of the agreement has resulted in the successful provision of enhanced and standardized processes, as well as

innovative Payroll and Human Resource information systems services for the core government and broader public sector, leading to a reduction of payroll costs for government.

B. Strategy

The high-level objectives of this Alternative Service Delivery initiative are to:

- ensure stable and well-performing human resource/payroll service delivery;
- expand the Provincial Human Resource Management Systems' (HRMS) license footprint;
- expand the human resource and payroll functions; and
- understand and address the needs and directions of government and the broader public sector clients.

These objectives are met by providing innovative Payroll and Human Resource information systems services to clients across government and the broader public sector. There is a commitment to deliver accurate and responsive services that meet or exceed customers' needs and to realize a vision of high-level client satisfaction, improved service and reduced costs.

To accomplish the vision, the following key service commitments have been defined (Appendix B):

- Timely and accurate pay for all Province of British Columbia employees, including processing of adjustments to pay such as overtime;
- Prompt, responsive and accurate assistance to customers through the Contact Centre; and,
- Effective application management to ensure maximum availability of Payroll and Human Resource system applications.

Future upgrades and improvements to technology, along with continued system management, will assist the ongoing improvements in customer service and service performance while maintaining overall cost savings to the government.

2. Status Update

What's New:

Employment Opportunities Website

The Employment Opportunities website, an integral tool of the BC Public Service Recruitment System, underwent a major upgrade that resulted in new features and enhancements to assist in the hiring process. The Employment Opportunities website provides a powerful recruitment system to help hiring managers fill jobs quickly and more effectively through PeopleSoft system integration of features such as online forms, applications tracking/reporting, electronic offer/regret letters and email notifications. Each of these features reduces the time and cost to hire and the amount of manual work required for hiring managers.

Time On Line On-boarding

Approximately 5,700 employees from the ministries of Environment, Forests and Range, Transportation and Infrastructure, Child and Family Development and Tourism, Culture and the Arts were successfully on boarded to Time On Line during the past year. To accommodate the complex work schedules and pay rules of these employees enhancements to the Time On Line application were incorporated. These included Project View timecards for 24/7 employees and those with 70 & 140 hour averaging schedules. Additional training was provided for those on-boarding, including classroom sessions, Live Meeting and Question and Answer Conference Calls.

Employee Pay Advices

Employees who are unable to access Employee Self Service (ESS) online are now provided with a detailed breakdown of their pay information on their printed pay advices. In a further move to reduce distribution costs and streamline efficiencies, government mail, including printed pay cheques, advices and T4's are now delivered to each employee's home address (or an address of their choice) rather than to a government location.

Contract Negotiations

As a result of collective agreement contract ratifications, system and process amendments such as incorporating additional vacation for employees working in remote locations, voluntary archive vacation pay out and changes to the Annual Leave Rollover process were integrated into PeopleSoft and Time On Line.

Government Re-alignment

As of April 1, 2010, Tourism British Columbia moved to the Ministry of Tourism, Culture and the Arts. As a result of this move approximately 160 employees were added to the ministry payroll in PeopleSoft and on-boarded to Time On Line.

Other changes in government structure including changes within the Ministry of Citizen's Services and the BC Public Service Agency were accommodated through the re-alignment of payroll and human resources processes and files.

Harmonized Sales Tax

Introduction of the Harmonized Sales Tax resulted in adjustments throughout government and broader public sector clients' processes.

Successful Canada Payroll Savings Plan Campaign

The annual Canada Payroll Savings Plan campaign participation was down 5% from the previous year but still successful with an employee participation rate of 17%, realizing a total annual bond value of over \$14 million.

Flexible Benefits Open Enrolment

In the third year of the Flexible Benefits Program, excluded employees were again provided with the option of making changes to their flexible benefits choices online through Employee Self Service.

FoxPro Migration

The existing FoxPro application and database, which is associated with Workers' Compensation Board claims costing, Medical Services Plan T4As, Rehabilitation and Beneficiary Information Tracking, Leave Billing, Tombstone Data, were migrated into the Disability Data Management Application (DDMA) application and database. This resulted in improvements that will lead to a more effective and timely management of transactions including a reduction in overpayments.

Vacation Year Payout letters

In past years, first vacation year payout letters were produced and distributed to eligible employees by managers. In an effort to simplify and expedite the process and reduce managers' workload, eligible employees are now automatically notified and provided with the option to respond by completing an online form.

e-Performance

As part of the BC Public Service Agency's ongoing commitment to improve and streamline the Employee Performance and Development Program (EPDP) process, enhancements to e-Performance were implemented to simplify the process and make it easier and more convenient for employees to complete.

Employee Self Service

The addition of mandatory address fields to Employee Self Service assists in the alignment with Canada Post mailing standards. The mandatory address field checks to ensure the correct city and postal code are used and provides a link to a postal code look-up.

HR and Payroll Worksheets

The creation of Human Resources and Payroll Worksheets within the PeopleSoft application has made it possible for BC Public Service Agency Human Resources and TELUS Payroll to use a single page/screen view for creating and processing Job Data and Payroll Data changes. The new worksheets have a workflow process built in that expedites the delivery of data from BC Public Service Agency Human Resources to TELUS Payroll for processing. The worksheets also have built in audits and validation that improve data integrity and quality.

Human Resources Tech Operations Workflow

An extensive review of human resources workflow processes was undertaken. Process flow maps were developed to document activity and highlight areas of opportunity. A list of recommendations and changes was prepared and delivered; resulting in improvements to processes, communication, documentation and training.

Improvements to Integrated Pension Administration System (IPAS)

Improvements to the interface between PeopleSoft and BC Pension Corporation have resulted in efficiencies and process improvements. Error reporting has significantly improved, reducing the need for manual intervention and research.

BC Public Service Agency Security Screening

Implementation of a new security screening page within the PeopleSoft application supports compliance with the Province of BC's Security Screening Policy. The security screening information can be attached to positions within the application, providing the BC Public Service Agency with the flexibility to track, report and assess security criteria for positions as needed.

Challenges:

For the second consecutive year, the annual customer satisfaction survey was not administered due to fiscal pressures. Despite this challenge, but recognizing the importance of customer satisfaction, the Provincial Human Resource Management Systems Partnership Branch and TELUS have developed a Customer Action Plan and have committed to move forward with activities and undertakings focused on improving and increasing customer satisfaction.

To accommodate the complex work schedules and pay rules of the some of the approximately 5,700 employees on-boarded to Time On Line, intricate system enhancements to the Time On Line application were developed and incorporated. These enhancements included Project View timecards for 24/7 employees and those with 70 & 140 hour averaging schedules.

A planned benchmarking exercise which was scheduled for the previous year at the halfway mark of the 10-year ASD agreement was again put on hold due to the economic climate. The

intent of this exercise was to review and assess the contracted services, fees and service levels, and compare those to the services, fees and service levels of other organizations receiving similar services in similar quantities with the intention of evaluating the effectiveness and value of the deal. The results of this benchmark activity would provide valuable information to the Province and to TELUS, and guide activities through the remainder of the contract. Despite not completing the exercise these past two fiscal years, the intention is to embark on the benchmarking exercise once the economic climate has improved. The Province continues to monitor the services, fees and service levels, ensuring value for money.

3. Contract Objectives

The ASD relationship as defined in the Master Services Agreement signed on November 9, 2004, includes a number of objectives summarized as follows:

1. To develop a long-term and mutually beneficial business relationship characterized by, among other things, mutual cooperation, good faith and flexibility to allow for growth, and modification of the scope of the services to leverage the BC Centre of Excellence;
2. To ensure full and open disclosure among the parties of relevant information, to the extent permitted by the policies of the Province, applicable laws and the Master Services Agreement;
3. To proactively identify and create the most cost-effective method for delivering services as balanced against service levels;
4. To provide certain services to the Province in a more flexible, sophisticated and efficient manner than previously experienced;
5. To enable the Province to substantially reduce future capital investment in resources by having TELUS be responsible for acquiring and maintaining the appropriate resources, assets and technology for the provision of the services;
6. To allow the Province to focus on its core objectives – these being stewardship and leadership for Human Resource and Payroll services in British Columbia – by having TELUS become the provider and manager of the services;
7. To leverage resources to which TELUS has access;
8. To protect the privacy and personal information of all individuals and organizations relating to the services, and to ensure that there are no circumstances pursuant to which any such information could be, or is, disclosed;
9. To proactively practice and promote ethical practices;

10. To be sensitive to and respect the cultural diversity of the individuals to whom TELUS provides services pursuant to the Master Services Agreement;
11. To transfer back services, upon the termination of the Master Services Agreement, to the Province or to another service provider in a manner that is efficient and ensures the continued and uninterrupted delivery of such services with minimal adverse impact on the business operations of the Province and its clients, customers and stakeholders;
12. To promote and facilitate self service of information whenever commercially reasonably possible; and
13. For TELUS to implement and provide continuous and total quality management and improvement to the services by using quality assurance practices, and monitoring satisfaction of the Province and its clients, customers and stakeholders.

Collectively, the Province and TELUS have successfully delivered results that demonstrate substantial progress toward the identified objectives (Appendix A). Efforts to support the business objectives will be ongoing over the duration of the Master Services Agreement.

4. Service Commitments

Provincial Human Resource Management Systems Partnership, together with TELUS, provides innovative payroll and human resource information systems services to clients across government and the broader public sector. Provincial Human Resource Management Systems Partnership and TELUS are committed to delivering accurate and responsive services that meet or exceed customers' needs and realize a vision of high-level client satisfaction, improved service and reduced costs.

Appendix A – Contract Objectives: Reporting on Results

Objective 1 – To develop a long-term and mutually beneficial business relationship characterized by among other things, mutual cooperation, good faith and flexibility to allow for growth and modification of the scope of the services to leverage the BC Centre of Excellence.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Identify and participate in opportunities that support and strengthen the agreement.	<ul style="list-style-type: none"> • Developed joint objectives and business plans to further goals. • Participated in monthly Payroll Client Committee meetings that provide support for customer payroll representatives. • In May 2010, the Province and TELUS jointly developed a Strategic Direction Document to provide high level direction to operations groups for the coming year. • Conducted workshops with clients, Provincial Human Resource Management Systems Partnership and TELUS to review and discuss options for improvements to Time On Line and PeopleSoft that could be realized through planned upgrades.
Capitalize on existing events and forums to market services to new clients and expand services to existing clients.	<ul style="list-style-type: none"> • Engaged clients in TOL on-boarding through detailed Discovery Sessions. • Engaged clients in planning activities to implement new services. • Involved clients in ‘sandbox’ sessions for planned Time On Line and PeopleSoft upgrades. • Responded to enquiries and provided information to potential new clients.

Objective 2 – Full and open disclosure among the parties of relevant information, to the extent permitted by the policies of the Province, applicable laws and the Master Services Agreement.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Implementation of customer reporting tools.	<ul style="list-style-type: none"> • Delivery of Client Quarterly Reports. These reports provide clients with appropriate service level objective information. Reporting periods reflect the Province’s reporting timeline and are as follows: <ul style="list-style-type: none"> ○ April 1st – June 30th ○ July 1st – September 30th ○ October 1st – December 31st ○ January 1st - March 31st
Support the Alternative Service Delivery Secretariat Transparency Policy.	<ul style="list-style-type: none"> • Delivery of contract information including: <ul style="list-style-type: none"> ○ Joint Solutions Request for Proposal ○ Performance Report November 2005 ○ Performance Report November 2006 ○ Performance Report November 2007 ○ Performance Report November 2008 ○ Performance Report November 2009 ○ Press Release ○ Summary Report Posted to a public website that can be accessed by any interested party: http://www.lcs.gov.bc.ca/asd/alliance/su/mmaries.asp
Conduct annual review of payroll services.	<ul style="list-style-type: none"> • Annual Section 5970 audit of business processes, systems, service levels and privacy controls completed.

Objective 3 – For the parties to endeavour to create the most cost-effective method for delivering the services as balanced against improved service levels.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
<p>Reduced manual effort and improved efficiencies through the application of technology.</p>	<ul style="list-style-type: none"> • Continued utilization of an internal incident tracking tool that provides incident management, tracking and reporting. • Implementation of the Quality Centre application to support Service Request management, tracking, analysis and service delivery. • Employees that are unable to access Employee Self Service (ESS) online are now provided with a detailed breakdown of their pay information on their printed pay advices. • In order to reduce distribution costs and streamline efficiencies, government mail, including printed pay cheques, advices, T4's, etc. are now delivered to employees' home address, or an address of their choice, rather than to government locations. • Incorporation of additional vacation for employees working in remote locations. • In past years, first vacation year payout letters were produced and distributed to eligible employees by managers. In an effort to simplify and expedite the process and reduce managers' workload, eligible employees are now automatically notified and provided with the option to respond by completing an online form. • Online open enrolment for excluded employees wishing to engage in or change Flexible Benefits. • Development of the HR and Payroll Worksheets combining several data entry pages into one screen. Built in audit and validation help to maintain

	<p>data quality. Introduction of workflow functionality provides notification to Payroll when data changes are ready to be actioned.</p> <ul style="list-style-type: none"> • On-boarding government ministries not currently using the Time On Line payroll data collection system were provided assistance in understanding the requirements and identifying opportunities and cost benefits for moving forward with implementation.
<p>Worked with clients to streamline and improve business processes and reporting.</p>	<ul style="list-style-type: none"> • Worked with individual ministries to better understand their business demands related to payroll, and to streamline and align their internal payroll processes. • Engaged in monthly Payroll Client Committee meetings, which provide support for ministry and broader public sector clients' payroll representatives.
<p>Designed and developed a Rapid Entry data sheet</p>	<ul style="list-style-type: none"> • This new functionality enables more efficient processing of high volume daily transactions and mass data uploads onto PeopleSoft paylines improving the timeliness of payments and accuracy of the adjustments to the client as the Rapid Entry datasheet is more easily audited.

Objective 4 – To provide certain services to the Province in a more flexible, sophisticated and efficient manner than the Province has been able to previously provide.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Supported the delivery of the BC Public Service Agency’s human resource strategy.	<ul style="list-style-type: none"> • Significant updates to the Employment Opportunities website, providing extensive enhancements to assist the BC Public Service Recruitment System Hiring Centre.
Implemented new technology and enhanced existing technology to provide customers with better service.	<ul style="list-style-type: none"> • The addition of mandatory address fields to Employee Self Service provides alignment with Canada Post standards. The mandatory address field checks to ensure the correct city and postal code are used and provides a link to a postal code look-up. • Migration of existing FoxPro applications (such as Workers’ Compensation Board claims costing, Medical Services Plan T4A’s, Rehabilitation and Beneficiary Information Tracking, Leave Billing, Tombstone Data) from FoxPro into the DDMA environment resulted in improvements that will lead to a more effective and timely management of transactions, including overpayments.

Objective 5 – To enable the Province to substantially reduce future capital investment in resources by having TELUS be responsible for acquiring and maintaining the appropriate resources, assets and technology for the provision of the services.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Upgrade and maintain business applications to support the delivery of Payroll and Human Resource information functions.	<ul style="list-style-type: none"> • Upgraded the core technology infrastructure to improve reliability and performance. • Planning and development work started on three significant application upgrades to be completed in the following year: <ul style="list-style-type: none"> ○ PeopleSoft (CHIPS) Payroll/Human Resources

	<ul style="list-style-type: none"> ○ Time On Line ○ Occupational Health Management ● Implementation of the “Quality Centre” application for Province of BC and TELUS service request management, tracking, analysis and service delivery.
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Objective 6 – To allow the Province to focus on its core objectives – these being stewardship and leadership for Human Resource and Payroll services in British Columbia – by having TELUS become the provider and manager of these services.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Worked with the BC Public Service Agency to provide technical leadership and business expertise to identify solutions that will support the business direction.	<ul style="list-style-type: none"> ● The HR Tech Operations Workflow Project created improvements in documentation, training and communications. Several BC Public Service Agency workflow processes were mapped.

Objective 7 – To leverage resources TELUS has access to.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Applied best practices and access corporate programs to develop employee skills and improve performance.	<ul style="list-style-type: none"> ● Realized performance improvement in accuracy and timeliness by leveraging the TELUS National Services Delivery Model and alignment with industry best practices. ● Improved customer training programs and staff scheduling through leveraging the TELUS model for Contact Centre call categorization and enhanced incident tracking. <ul style="list-style-type: none"> ○ Incident tracking was enhanced through a review and realignment of incident categories resulting in more meaningful results that allow for a Top Three incident analysis and subsequent action.

	<ul style="list-style-type: none"> ○ New “Aged Ticket Reports” are analyzed for action.
Utilized TELUS expertise to support and enhance services.	<ul style="list-style-type: none"> ● Enhanced support, maintenance and new functionality development for PeopleSoft and Time On Line applications by leveraging additional specialized resources through the TELUS National Model. ● TELUS implementation of system management processes (Incident Management and Problem Management) with enhanced visibility and reporting to the Province. ● Established quarterly joint Province / TELUS Client Site visits with the TELUS Sourcing Solutions Inc. National Practice Leads, which oversee service delivery in the Payroll, Service Delivery Operations (Application Management Services) and Client Services program areas.

Objective 8 – To protect the privacy and personal information of all individuals and organizations relating to the services, and to ensure that there are no circumstances pursuant to which any such information could be, or is, disclosed.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Implemented changes to existing systems and processes to improve employee privacy.	<ul style="list-style-type: none"> ● Continued monitoring of existing systems and processes, with no significant changes required.
Provided training to all TELUS employees to ensure understanding of privacy and personal information policies, practices and procedures.	<ul style="list-style-type: none"> ● All TELUS employees participated in annual mandatory training sessions and have signed related Confidentiality Covenants. ● Monitored employee ePrivacy course completion through eLearning and followed up with each employee to confirm completion.
Regular internal security audit undertaken by TELUS	<ul style="list-style-type: none"> ● Completed Section 5970 audit to review and test operational controls and security.

Objective 9 – To proactively practice and promote ethical practices.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
TELUS' ethics standards have been developed and shared with all team members.	<ul style="list-style-type: none"> All TELUS employees have completed the annual ethics course. Promoted and demonstrated ethical standards and practices at all levels of the organization.

Objective 10 – To be sensitive to, and respect the cultural diversity of, the individuals to whom TELUS provides services pursuant to the Master Services Agreement.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Engaged in training and activities that increase understanding of cultural diversity.	<ul style="list-style-type: none"> Participation in, and completion of, an annual Respect in the Workplace course by all TELUS employees. Support and administration of the TELUS National Employee Council.

Objective 11 – On the termination of the Master Services Agreement, transfer services back to the Province or another service provider in a manner that is efficient and ensures the continued and uninterrupted delivery of such services with minimal adverse impact on the business operations of the Province and its clients, customers and stakeholders.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Implemented standards and practices consistent with those of the Province.	<ul style="list-style-type: none"> Maintenance of current systems and process documentation. Delivery of extensive service level reporting on a monthly basis.

Objective 12 – Promote and facilitate self-service of information whenever commercially reasonably possible.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Continued to use Employee Self Service to	<ul style="list-style-type: none"> The addition of mandatory address fields

<p>provide Province of B.C. employees with access to information and services.</p>	<p>to Employee Self Service ensures the correct city and postal codes are used and provides a link to a postal code look-up tool.</p> <ul style="list-style-type: none"> • Creation of Earnings and Deduction information within Employee Self Service for employees to reference.
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Objective 13 – Use quality assurance practices, monitor satisfaction and improve the services.

<p>Activities (undertaken to achieve objective)</p>	<p>Results (Year-To-Date)</p>
<p>Continued to use information provided through established reporting and feedback channels to adjust and improve service.</p>	<ul style="list-style-type: none"> • Monitored delivery of service through monthly service level reports. • Solicited informal feedback at meetings and other client forums to gain insight to individual satisfaction with services. • Established an internal TELUS escalation process to deal with customer dissatisfaction issues, and realigned business processes, as appropriate, to improve service delivery. • Developed and executed a Customer Plan to support continuous improvements for Payroll Services, Client Services and Application Management Services.

Appendix B – Service Commitments: Reporting on Results

Service Commitment 1 - Timely and accurate pay for all Province of BC employees, including processing of adjustments to pay such as overtime.

Service Standard	Description	Results
All employees are paid accurately and on-time for each bi-weekly payroll.	<p>Employees are paid on a bi-weekly basis with 26 pay periods over the calendar year.</p> <p>In addition to the base pay, employees may have additions to or deductions from their pay including but not exclusive to overtime, substitution pay, or leave under Short Term Illness and Injury.</p>	<ul style="list-style-type: none"> • Employees are paid accurately and on-time every pay period. • TELUS delivered improvements to quality assurance through automated checks in the Electronic Data Action process and eLeave.

Service Commitment 2 - Prompt, responsive and accurate assistance to clients through the Contact Centre.

Service Standard	Description	Results
<p>Clients receiving service through the Contact Centre can expect:</p> <ul style="list-style-type: none"> • Prompt and courteous service; • Knowledgeable staff with the experience to resolve 80% of all client calls at the Tier 1 level, 85% of the time; and • Less than 8% of calls abandoned. 	<p>The Contact Centre for Pay and Human Resource Systems is the first point of contact for clients. Questions regarding pay, leave, benefits and job data are directed to the Contact Centre.</p> <p>The Contact Centre is responsible for providing first-line problem resolution to all clients by isolating, analyzing and resolving systems-related difficulties.</p>	<ul style="list-style-type: none"> • Resolved 97.5% of inquiries at Tier 1 in the Contact Centre, well above target of 80% for call resolution, 85% of the time, and industry standards. • Delivered 2.0% client call abandonment rate, well below target for this measure (<8%). • Improved timeliness of inquiry resolution through weekly analysis of outstanding inquiries for Payroll Processing and Payroll Accounting. • Completed cross training

		<p>programs, including eLearning, to ensure that the staff knowledge base is maintained, and that the daily assigned Client Service Advisors are equipped to resolve customer issues.</p> <ul style="list-style-type: none">• Implemented efforts to improve the Quality Assurance program through the Team Mentorship and Case Notes Quality Scoring Programs.• Completed one-on-one regular monthly coaching.• Provided regularly scheduled review and refresher training by the Contact Centre Case Managers for the Client Service Advisors.• Implemented a Support Desk position, which offers real-time support for Customer Service Agents in order to more efficiently answer inquires and identify coaching opportunities within the contact centre.• Implemented a Workforce Planning position which is to be accountable for real-time call volume monitoring, as well as future forecasting to ensure maximum coverage and
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		forecasting of potential business impacts.
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Service Commitment 3 - Effective application management to ensure maximum availability of Payroll and Human Resource system applications.

Service Standard	Description	Results
<p>Software availability for Gold level applications including the Corporate Human Resource Information and Payroll System for British Columbia, Corporate Human Resource Information and Payroll System Reporting Database, Time On Line and the Recruitment Management System, must be maintained at a minimum of 98%.</p>	<p>TELUS and Provincial Human Resource Management Systems Partnership maintain a number of payroll and human resource software applications. These applications must be available to clients in order to enter leave, process pay and conduct their business.</p> <p>Gold applications:</p> <ul style="list-style-type: none"> • Employee Self Service • Corporate Human Resource Information and Payroll System for British Columbia • Corporate Human Resource Information and Payroll System Reporting Database • Time On Line • Recruitment Management System 	<ul style="list-style-type: none"> • Exceeded monthly availability service standards for Gold level applications (99.98%).