

Provincial Human Resource
Management Systems Partnership

Alliance Management Office Report

November 2008



Shared
Services BC

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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. (collectively "TELUS") is now entering its fifth year.

During the past year a number of activities to improve services and provide direct benefits to our customers were initiated. These activities included the implementation of a Flexible Benefits program delivered via Employee Self Service in PeopleSoft and the successful launch of two new applications, *@Your Service*, a new web portal for Human Resource information and tools, and *ePerformance*, a user-friendly tool for Employee Performance and Development Plans (EPDP).

1. 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.

2. Strategy

The high level objectives of this ASD initiative are to:

- ensure stable and well-performing Human Resource/Payroll service delivery;
- expand the Human Resource Management Systems (HRMS) license footprint;
- expand the Human Resource / 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 B.C. 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:

Flexible Benefits

The first enrolment for the new flexible benefits program took place in November 2008 giving excluded employees new benefit choices that would come into effect February 1, 2009. The flexible benefits program gives excluded employees the online option to choose the type and level of benefits that work for them, and on an annual basis, provides an opportunity to change benefits to meet their individual needs.

@Your Service Portal

On April 30, 2008, after a successful pilot program, the Human Resources web application support platform, *@Your Service*, was launched for government employees. The *@Your Service* toolkit serves as a launch pad to provide easy access to a number of services and information that benefit Province of B.C. employees.

ePerformance

With the launch of *ePerformance*, employees now have access to a user-friendly tool for completing their EPDPs. The interactive capability allows supervisors and employees to work together to ensure a successful EPDP program.

T4 Information Online

In addition to the printing and distribution of over 35,000 employee T4s, employees are now able to view their T4 through Employee Self Service, delivering early access to their financial information.

Record of Employment

With the implementation of web-based technology, Record of Employment (ROE) information can now be instantly submitted to Human Resources and Social Development Canada. Employees benefit from a faster, more efficient process by having the ability to initiate a claim before receiving their printed ROE in the mail.

Pay Run Batch Processing

The redesign of payroll batch processing resulted in a more efficient process and faster completion.

Successful Canada Payroll Savings Plan Campaign

The annual Canada Payroll Savings Plan campaign was again successful with an increase of 1.1% in the Province's participation rate, realizing a total bond value of approximately \$15 million.

Contact Centre Improvements

Implementation of new Call Centre technology for collecting and tracking customer inquiries has resulted in the facilitation of better internal communications and reporting, improved timeliness of incident resolution, on-going quality and assurance monitoring, and the development of a coaching plan for Contact Centre representatives.

Upgrade 2.0 – VISTA

In anticipation of the government-wide transition to Upgrade Workstations 2.0, Human Resource and Payroll applications have been prepared for utilization on the VISTA platform.

Challenges:

Although the year brought many successful initiatives, they were not reflected in the annual customer satisfaction survey scores. System performance issues may have contributed to the decrease in customer satisfaction from the previous reporting year. A strategy to improve customer satisfaction has been developed and is being implemented to identify and address the source(s) of the decrease in service level results.

Service Topic	November 2008	November 2007	% Change
Organizational Change	67%	69%	-2%
Application Management	65%	69%	-4%
Service Desk	57%	64%	-7%
Business Transactions	74%	78%	-4%
Overall Improvement	66%	70%	-4%

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

The Provincial HRMS Partnership Branch, together with TELUS, provides innovative Payroll and Human Resource Information systems services to clients across government and the broader public sector. The Provincial HRMS Partnership Branch 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.
Capitalize on existing events and forums to market services to new clients and expand services to existing clients.	<ul style="list-style-type: none"> • Participated in Shared Services - Discovery Session trade shows (February 2008, Nanaimo; September 2008, Cranbrook). • Engaged clients in planning activities to implement new services. • 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 ASD 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 ○ Management Report Nov. 2005

	<ul style="list-style-type: none"> ○ Management Report Nov. 2006 ○ Management Report Nov. 2007 ○ Press Release ○ Summary Report <p>Posted to a public website that can be accessed by any interested party: http://www.lcs.gov.bc.ca/asd/alliance/summaries.asp</p>
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)
Reduced manual effort and improved efficiencies through the application of technology.	<ul style="list-style-type: none"> ● Implementation of an Internal Incident tracking tool that allows better management, tracking and reporting on incident types moving forward. ● Planning and development of electronic Blue Pay Advice enabling employees' online access to their pay and benefit information. ● Implementation of Flexible Benefits, giving excluded employees online options for their type and level of benefits. ● Employee access to the <i>@Your Service</i> portal which provides easy access to services and benefits. ● <i>ePerformance</i>, which provides a user-friendly tool for completion of EPDPs. ● Implementation of eLeave form transactions to reduce processing time for eLeave transactions. ● Ability to access T4 information online prior to receiving printed copies. ● Instant submission of ROE information to Human Resources and Social Development Canada.

<p>Encouraged clients to utilize the functionality provided by the leave management system to realize cost savings and maximize system benefits.</p>	<ul style="list-style-type: none"> • Engaged in discussions with government ministries not currently utilizing the Time On Line payroll data collection system to understand requirements and identify 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.

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.

<p>Activities (undertaken to achieve objective)</p>	<p>Results (Year-To-Date)</p>
<p>Supported the delivery of the BC Public Service Agency's Human Resource strategy.</p>	<ul style="list-style-type: none"> • Implementation of a new employee portal, <i>@Your Service</i>. This site provides services and information to government employees. • Completed all Payroll and Human Resource activity associated with the government re-organization undertaken in the summer of 2008.
<p>Implemented new technology and enhanced existing technology to provide customers with better service.</p>	<ul style="list-style-type: none"> • Implementation of four new Time On Line servers to improve stability and performance of the Time On Line application. • Implementation of enhancements to the Provincial Employees Community Services Fund (PECSF) application in support of the current campaign. • System enhancements to improve the functionality and performance of the integrated case management application for the Disability Management Program. • Electronic fax delivery that eliminates

	<p>the requirement of manual collection and manipulation of faxes. Faxes are delivered electronically to a dedicated inbox folder where they are sorted and forwarded for processing.</p> <ul style="list-style-type: none"> • Optional Selection of Benefits process for Overtime, Shift and Standby (OSS) has been changed to simplify tracking and improve quality with forms handling.
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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. • Addition of employee retirement processes to Employee Self Serve. • Addition of true flex functionality in Time On Line for qualified client groups.

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"> • Increased the offering of online Human Resource services through the addition of new applications including: <ul style="list-style-type: none"> ○ @ Your Service ○ eLeave Forms ○ ePerformance with online EPDPs ○ Employment opportunities website enhancements.

Objective 7 – To leverage resources TELUS has access to.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Apply best practices and access corporate programs to develop employee skills and improve performance.	<ul style="list-style-type: none"> • Realized a performance improvement in accuracy and timeliness by deploying the TELUS National Services Delivery Model and alignment with industry best practices. • Improved customer training programs and staff scheduling through implementation of the National Model for call categorization and enhanced incident tracking.
Utilize 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 utilizing additional specialized resources through the National Model.

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)
Implement 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.
Provide training to all TELUS employees to ensure understanding of privacy and personal information policies, practices and procedures.	<ul style="list-style-type: none"> • Ensured that 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"> • Ensured that all TELUS employees have completed the annual ethics course. • Promoted and demonstrated ethics standards 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)
Engage 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)
Implementing 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)
Continue to use Employee Self Service to provide Province of B.C. employees with access to information and services.	<ul style="list-style-type: none"> • Added information on the retirement process for employees to the website. • T4 information available to employees online through the Payroll/Human Resource system's Employee Self Service functionality. • Added true flex functionality in Time On Line for qualified client groups.

Objective 13 – Use quality assurance practices, monitor satisfaction and improve the services.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Use information provided through established reporting and feedback channels to adjust and improve service.	<ul style="list-style-type: none"> • Analyzed annual customer surveys and developed and executed survey action plans for the Contact Centre, Application Management, and Payroll service areas. • 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.

Appendix B – Service Commitments: Reporting on Results

Service Commitment 1 - Timely and accurate pay for all Province of B.C. 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 paid accurately and on-time every pay period. • Delivered improvements to quality assurance through automated checks incorporated in the new 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; 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 94.3% of inquiries at Tier 1 in the Contact Centre, well above target of 85% and industry standards. • Delivered 5.9% 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. • Ensured quick response times through ongoing analysis of half hour call

		<p>arrival interval reports.</p> <ul style="list-style-type: none"> • Completed cross training programs to ensure that the staff knowledge base is maintained at all points of the service delivery day. • Implemented Quality Assurance program. • 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. • Utilized the eLearn Program for a broad spectrum of skills as appropriate for each staff member.
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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
Software availability for gold applications including Corporate Human Resource Information and Payroll System for British Columbia, Corporate Human Resource Information and Payroll System Reporting Database, and Time On Line, must be maintained at a minimum of 98%.	<p>TELUS and the Provincial HRMS Partnership branch 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 	<ul style="list-style-type: none"> • Exceeded monthly availability service standards for Corporate Human Resource Information and Payroll System for British Columbia, Corporate Human Resource Information and Payroll System Reporting Database and Time On Line. (99.7%)

	<ul style="list-style-type: none">• Corporate Human Resource Information and Payroll System for British Columbia• Corporate Human Resource Information and Payroll System Reporting Database• Time On Line	
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