



COMMONWEALTH of VIRGINIA

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The Honorable Robert F. McDonnell
Governor of Virginia

The Honorable Lacey E. Putney, Chairman
House Appropriations Committee

The Honorable Charles J. Colgan, Chairman
Senate Finance Committee

Item 75.1 of Chapter 890, 2011 Virginia Acts of Assembly, requires this Department to develop a plan to implement an automated time, attendance, and leave (TAL) application for use by executive branch agencies. The Department shall submit to the Chairmen of House Appropriations and Senate Finance Committees by October 15, 2011, a report detailing the proposal to implement the automated TAL application.

The enclosed report details the proposal for an automated TAL application and is provided in response to this requirement.

Respectfully Submitted,

Sara Redding Wilson

cc Lisa M. Hicks-Thomas
Secretary of Administration

PLAN TO IMPLEMENT AN AUTOMATED
TIME, ATTENDANCE, AND LEAVE (TAL) APPLICATION
FOR USE BY EXECUTIVE BRANCH AGENCIES
Item 75.I of Chapter 890, 2011 Virginia Acts of Assembly

EXECUTIVE SUMMARY

The Department of Human Resource Management (DHRM) is charged with developing and deploying enterprise-wide human resource solutions, and modernizing the Commonwealth's central human resource systems and data repositories. This project will provide a Time, Attendance and Leave (TAL) option to the enterprise, and by definition, will be a central administrative system. Creating technologically advanced systems and efficient infrastructure capabilities that deliver accurate and consistent employment information throughout the Commonwealth is a key goal within this department's strategic plan. The attributes of the TAL project correlate to this goal and to the strategic priorities of the Governor.

- *Item 75.I of Chapter 890, 2011 Virginia Acts of Assembly, requires this Department to develop a plan to implement an automated time, attendance, and leave (TAL) application for use by executive branch agencies. The Department shall submit to the Chairmen of House Appropriations and Senate Finance Committees by October 15, 2011, a report detailing the proposal to implement the automated TAL application.*
- *§ 2.2-2008-5 of the Code of Virginia requires that the Commonwealth's Chief Information Officer review and approve or disapprove the selection or termination of any Commonwealth information technology project that has not been defined or designated as a major information technology project pursuant to § [2.2-225](#) or that does not have high risk and high complexity. For any Commonwealth information technology projects defined or designated as major information technology projects, or that have high risk and high complexity, the CIO shall recommend approval or disapproval to the Secretary pursuant to § [2.2-225](#).*

In accordance with the above statute, this department's TAL project request was approved by the Chief Information Officer for inclusion in the agency's information technology strategic plan on August 12, 2011, and was given Investment Business Case Approval (Planning Approval) on August 16, 2011.

- Grant funding for project staff has been made available from the Productivity Investment Fund (PIF).
- The Governor's Commission on Government Reform and Restructuring formally recommended that DHRM streamline and simplify policies and records for Time, Attendance, and Leave.

- The TAL Project Manager was employed on October 10, 2011 in a restricted, time-limited position, and is completing the project charter and project plan in accordance with VITA requirements.

SUMMARY OF PLAN DETAILS

Business Problem

The scope, complexity, and diversity of services provided by the Commonwealth demand a multitude of distinct work schedules and attendance requirements for its employees. In nearly all state agencies the TAL function is a labor intensive manual process for employees, supervisors, and human resources and payroll staff that carries an inherently high level of risk for error. While work schedules are guided by agency missions, the administration of employees' time is a complicated policy-driven process subject to compliance with state and federal employment law. This cumbersome process is time-sensitive and, as currently implemented, requires large agencies to have full-time staff dedicated to TAL in work units, field offices, and institutions.

For nearly 50 agencies, the Department of Accounts (DOA) provides full-scope payroll services through its Payroll Services Bureau (PSB). While this bureau has delivered measurable financial efficiencies for the client agencies, much of the associated human effort has simply transferred from the participating agencies to DOA. Client agencies now submit employee timesheets and leave forms for approximately 15,000 employees each pay period, which are then manually processed and keyed into the Commonwealth's central payroll system (CIPPS) by PSB staff. In addition agencies not participating in the PSB are also grappling with unnecessary work generated by manual processes that could be eliminated through automation.

TAL is a manual process for most Commonwealth agencies. The responsible stewardship of state resources demands the adoption of a modern approach to TAL. Leveraging an existing agency solution, this project will automate an intensely manual process and thereby create efficiencies and improvements in workflow and provide statewide economies of scale for the time and leave accounting process.

Project Business Objectives

- Create economies of scale in the capture and reporting of time, attendance and leave.
- Support efforts to enhance internal controls and risk management and enhance efforts to comply with employment law, state policy, and ARMICS.
- For agencies participating in DOA's Payroll Service Bureau (PSB), reduce the costs agencies pay per employee for PSB services.
- For agencies not yet participating in DOA's PSB, provide a more cost effective option for process time, attendance and leave reporting.
- Reduce/eliminate paper handling, storage and mailing associated with the TAL process.

- Decrease the time/level of effort to investigate/audit time and leave reporting issues.
- Enable the efforts of existing resources to be redirected from TAL processes to other core activities without a reduction in TAL processing productivity.

Stakeholders

The key stakeholders are Executive Branch Agencies and independent users of the Personnel Management Information System (PMIS). Many of the agencies that support an enterprise TAL application are underserved by technology.

Technology

Because TAL will be part of a global integration between other agencies' systems and PMIS, this project will not require modifications to legacy systems. DHRM will leverage technology currently in place to develop and implement a web-enabled TAL application that will reside in the existing Windows server environment, and will be available through the Employee Portal.

Note: In 2011 DHRM implemented a web-enabled PMIS interface to provide a long-term Data Architecture solution for agencies that use PMIS but also operate in-house human resource information system systems. The interface facilitates an automated data exchange process between an agency's system and PMIS, eliminating double-keying. The data exchange process is being utilized by the Virginia Community Colleges System, and the Virginia Department of Health is in the test phase now. DHRM plans to offer this service to any PMIS user agency.

Desired Outcomes:

- Eliminate the need to manually key time and leave into CIPPS.
- Reduce keying errors (through a reduction in the number of times that information is keyed and through entry of data directly by employees who "own" the information).
- Assist employees in tracking time (including overtime).
- Reduce staff workload through the elimination of certain paper handling.
- Enable employees to enter their own time and submit leave requests.
- Allow timely reporting, approval and processing of timesheets and leave request slips.
- Enable supervisors to review and approve timesheets and leave slips while working remotely.
- Eliminate lost timesheets and leave slips.

- Eliminate mailing cost (envelopes and postage) – there will no longer be a need to mail timesheets and leave slips to supervisors working in a physical location differing from those that they supervise.
- Reduce paper use (and storage) – in some instances an original and copies of documents are currently maintained.
- Streamline grants billing (which is time sensitive) and reduce the associated time to collect and compile grant related data.
- Improve auditing and error resolution related to time and leave information.
- Remove the need to rely on inherently difficult to secure systems (e.g., end-user databases and spreadsheets) for the tracking of time and leave.
- Improve compliance with employment law, state policy and ARMICS.

External Factors

Lessons learned over the past three years have positioned the goal of achieving economies of scale in the forefront of this department's business plans. Leveraging technology to accomplish this goal is critical, and could work in this investment's favor as it drives agencies to look for creative ways to be more efficient and trim costs.

Linkage to Core Government Goals

- Produces a service that automates a manually intensive process.
- Provides opportunities to eliminate the handling of paper and expedite and track electronically the recording, approving and auditing of time and leave information.
- The level of human capital currently expended on the manual TAL process can be redistributed to more productive core service areas.
- Enhances the ability of those who must report and audit this information.