

## Report HRR-CS-06-14

**To:** Chair Pringle and Members of the Corporate Services Committee  
**From:** Sandra Shipley, Human Resources Manager  
Lynne Johnson, Director of Long Term Care  
Mike Muir, Director of Emergency Medical Services  
Geoff Hogan, Director of Information Technology  
Mike Alguire, Purchasing and Materials Manager  
**Meeting Date:** May 13, 2014  
**Subject:** **Scheduling and Time and Attendance Software Purchase**  
**Status:** Recommendation adopted by Committee as presented per Resolution CS50-14 May 13, 2014; Endorsed by County Council June 3, 2014 per Resolution CC76-14;

### Recommendation(s)

**WHEREAS the current scheduling and time and attendance program used by the County is inefficient and requires substantial support from the Information Technology Department;**

**AND WHEREAS the County has been looking at scheduling and time and attendance solutions through various Requests for Information and Requests for Proposal for the past two years;**

**AND WHEREAS additional research has been conducted by staff on a program recently implemented by Lambton County as a result of an RFP process they undertook;**

**AND WHEREAS StaffScheduleCare provides the solution that best meets the needs of the various departments from a scheduling, system integration and information technology perspective;**

**NOW THEREFORE BE IT RESOLVED THAT Report HRR-CS-06-14 be received;**

**AND THAT Grey County enter into an agreement with StaffScheduleCare through a single source procurement, for the purchase of a Scheduling and Time and Attendance solution to include training, a business review and time clocks;**

**AND THAT \$165,000.00 excluding HST be allocated from one-time funding to complete the work in 2014.**

## Background

In the fall of 2011, the Long Term Care (LTC) department issued a Request for Proposal (RFP) for scheduling software due to limitations with the current program and time demands placed on the Information and Technology (IT) department for support. Concurrently, the Human Resources (HR) department was researching a Human Resources Information System (HRIS). Several proposals were received by LTC for scheduling software however no awards were made as a result of staff wanting to undertake additional research to better understand available options and the potential for the HRIS to include a time and attendance and scheduling solution.

In the spring of 2012, a Request for Information (RFI) for a HRIS program was issued and as a result, staff invited four different companies to make a presentation of their software packages, some of which also included a time and attendance module. Once the RFI process was completed, staff then prepared an RFP for an HRIS. Upon completion of the Request for Proposal (RFP), an award was made for a HRIS and it is currently being implemented at the County. The RFP award did not include a scheduling and time and attendance component because of the complexity of the project(s) and unique needs of the various corporate departments.

The HRIS implementation is progressing and staff now have a better understanding of the requirements for a scheduling and time and attendance program. A further review of scheduling and time and attendance needs has been completed and the program associated with the HRIS system has been thoroughly reviewed. Several limitations have been identified and it will not meet the complex needs of the LTC and EMS departments.

Ideally, a single solution would best address training, support and integration requirements for the corporation.

### *Long Term Care and Emergency Medical Services*

The current staff scheduling program used by LTC and EMS was purchased in 2004. Technology and programming has vastly improved over the years and collective agreements have become more complex.

The current program does not provide enough pay codes to reflect the collective agreements resulting in several overrides and extensive auditing, each week, to ensure accuracy. Another challenge with the current program is that it is unable to fully meet the required payroll integration which results in duplication of staff resources.

The program is a server based application which requires in-house technical support. On review of statistics for 2013, the program averaged 3 critical outages each month. A critical outage is defined as a problem where the whole network is affected, an entire work site is affected or more than one user is impacted. Time clock issues and non-critical issues are in excess of 500 tickets for the same time period. There have not been any significant enhancements or upgrades to the program over the past ten years and based on the critical issues experienced, we are at risk of system failure.

Inaccurate scheduling in LTC and EMS can result in too many or too few staff on a shift, grievances and a duplication of work. With over 550 staff working in these two departments it is important that an effective solution be implemented. Collective agreements outline various rules that govern the number of shifts, hours between shifts and other scheduling considerations. Vacation, overtime, sick time, modified duties and statutory holidays all need to be tracked and call-in's for shift replacements have a variety of considerations before the calls can be made. The recommended software solution has a "wizard" function that would virtually eliminate the potential for error and save management time and money in dealing with grievances related to call-in's and overtime.

The self-serve component would provide staff the flexibility to view vacation entitlements, submit requests and receive approvals electronically. This in turn would free up the manager's time to concentrate on other duties.

*Grey Roots, Housing, Social Services, Clerks, Finance, Human Resources, Information and Technology and Planning Departments*

These departments all track overtime, sick time, vacation requests and approvals independently, using a variety of methods, which require a significant amount of manual labour. The information is then transferred to HR for record management and payroll processing. There are various points in the process that result in a duplication of effort and potential for error.

The new HR software does have employee and manager self-serve capabilities that will solve the record keeping issue for vacation and sick time but requires customization to deal with overtime. Even with customization, it will not have the ability to properly handle the various "rules" surrounding overtime and would still require manual

intervention. StaffScheduleCare, however, is a robust system that has the functionality to allow all the various rules and legislation to be followed.

### *Solution*

Over the past 2 years, several programs and options have been reviewed both internally and externally. RFI and RFP results have been reviewed and staff have participated in demonstrations of various solutions. Staff have collaborated internally and been in contact with other organizations to discuss the programs they have in place to identify a solution that would best meet our needs.

Based on investigation that has occurred, staff have been impressed with a RFP completed by Lambton County in which StaffScheduleCare was awarded the proposal. The selection criteria included a 40% rating for total cost of implementation and support and resulted in several proposals being reviewed with some vendors selected for a presentation.

Investigation for the best solution to meet the needs of the corporation has involved the HR, LTC, EMS, IT and Finance departments. Extensive research has gone into the process including demonstrations, conversations with peers and market research. Based on the results of the research and past RFI and RFP's, staff recommends the single source purchase of a scheduling and time and attendance program.

Implementation would include training, support and assistance in uploading data and collective agreement details. A feature that StaffScheduleCare offers is a Business Process Review to identify current processes and best practices and it is recommended that the review be completed during implementation to maximize the opportunity for efficiency. Additionally, LTC and EMS would be required to purchase time clocks.

The following table identifies an estimated cost for the program. By streamlining implementation, there is a possibility of savings being realized with training since some of the processes would be completed with multiple staff concurrently. There is a monthly subscription fee associated with the program and it would be budgeted by the respective departments on an annual basis starting in 2015.

<b>Item</b>	<b>EMS</b>	<b>LTC</b>	<b>Other Depts.</b>	<b>Total</b>
<b>Implementation and Training</b>	\$25,000	\$65,000	\$25,000	\$115,000
<b>Business Process Review</b>	\$3,000	\$8,000	\$3,000	\$14,000
<b>Time Clocks</b>	\$17,000	\$19,000	\$0	\$36,000

Item	EMS	LTC	Other Depts.	Total
<b>Total One Time Cost</b>	\$45,000	\$92,000	\$28,000	\$165,000
<b>Annual Subscription</b>	\$6,000	\$18,500	\$6,500	\$31,000

## Financial / Staffing / Legal / Information Technology

### Considerations

The current program used by LTC and EMS is unable to handle the complexities of the various collective agreements and staff requirements. Additionally, the program has not been enhanced in the past 10 years, requires extensive IT support and has experienced several critical failures.

A time and attendance solution is required for staff in across the county departments to support accurate record keeping while minimizing workload and duplication of duties.

A web based program is an ideal solution. It would provide for employee self-service and reduce the amount of storage required for data and the amount of IT staff time to install and support the program. Staff would have the ability to access their schedules off site and interact electronically with their manager for items such as vacation requests thus reducing paper waste while supporting improved time management and improved accuracy.

Overall, proper scheduling and accurate payroll functions will reduce errors and improve efficiency across the organization. Research has been a collaborative process across the departments to identify a single solution that best meets the needs of the organization. By completing a corporate wide implementation there is an opportunity to streamline processes, minimize the types of interfaces needed to work with the various programs and coordinate the education for users.

The total project cost is \$165,000 excluding HST and will be funded by one time funding. The annual subscription cost of \$31,000 will be built into individual departmental budgets for 2015.

## Link to Strategic Goals / Priorities

Fiscal Responsibility is a value of Grey County. By moving forward with this project, departments will streamline processes, HR policies consistently applied, duplication of efforts will be reduced and IT resources will be better utilized.

Standardization on fewer software platforms is a major goal of the IT Strategic plan. Implementing one software to do the scheduling across LTC, EMS and other departments helps achieve this goal and helps reduce complexity and increase efficiency.

Respectfully submitted by,

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