HR Systems and Processes Renewal
CQUniversity and Alesco

• Alesco (Concept) was implemented at CQUniversity in March 1993
• Used for years as primarily a payroll system with minimal HR use apart from basic position management
• As a result as long as the pay was correct then the system was working
• In 2004 an institutional study identified the need for a review of the HRIS operation.
• A priority was placed on the need for a fully functioning HR system
By 2006 CQUniversity was the only University in Australia running an unsupported version of Alesco.

The HRIS Project was formed and Alesco version 10 implemented to production in November 2006.

Project focus was on upgrade

Phase 2 of the project was in user deliverables

WSS live with read only to personal details and payslips in June 2007.

Data accuracy and relevance criteria were developed
CQUniversity – The WPP Project

- CQUniversity awarded Workplace Productivity Grant for 2007 – 2010
  - 7 key objectives
  - All aligned with improving the way the HRIS contributed to the University from day to day operations to strategic decision making
Key Infrastructure decisions and set up

- No customisations
- No consulting resources
- IT relationship and commitment defined
- 1 test database for every project team member
- Database refresh within 1 working day
- Patch and releases within 1 working day
- Upgrade early
- Project team given full authority for all communications and decisions
- Project team became an additional arm of HR and had a seat at all HR management meetings.
Objective: Establish the HRIS as an authoritative and comprehensive HR information system for CQU.

Issues:
- Data integrity was an issue – out of date and unstructured
- Lack of ownership
- Lack of trust in the systems ability to provide meaningful information
- HR staff had not been trained in a number of areas of the system
- “This is the way we have always done it”
- “It’s not documented”
- “There needs to be 3 signatures for authorisation”
Objective: Establish the HRIS as an authoritative and comprehensive HR information system for CQU.

Resolutions:
• All codes and descriptions validated, codes end dated
• Payroll process rebuilt
• Got the business to validate the data and provide input into how it needed to be fixed.
• Actively trained the project staff and then the HR staff
• Introduced the concept of “Why”
• Integrated HR to other systems as the definitive source of people information
• Complete CLEVEL rebuild at all levels
• Full position audit and realignment
Objectives:

• Improve the efficiency of processing related to HR transactions.
• Reduce the transaction cycle times for HR processes.
• Improve the ability of staff to interact directly with the HRIS and be able to electronically initiate and manage HR processes.
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Strategy:

• Identified the key processes where inefficiency and manual input needed addressing
• Worked on “quick wins”
• Engaged heavily with the business administrators
• Communication – what are we trying to achieve and why
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Resolutions:

• Defined and documented all core payroll processes to align with the product
• Redefined the Casual Contract authorisation process
• Made the WSS the definitive tool for HR interaction
• Focused on providing value
• Engaged “champions”
CQUniversity – The WPP Project

Resolutions:

• All Leave processes put online
• Only supplied Payslips and Payment summaries online – have a process to allow terminated staff to access WSS for 2 years after termination
• Enabled Casuals to be auto-paid instead of timesheets
• Moved the Performance Review process online
• Recruitment process online
Results:

- In first 12 months 12,000 leave requests online with 85% booked & approved on same day
- 78% Casual Academics Auto-paid (Markers not)
- Online performance review completion up by 27%
- Reduced Recruitment overheads by 64%
- Reduced HR paper flow by 48%
- To date 165,000 pages saved
Results:

- Payroll processing cycle reduced by 45%
- ITD review of the processing times – payroll in full retro mode runs in 45 minutes for 2100 staff
- All costing now pre-validated against Finance for both accuracy and available budget – no journals and no retro GL
- Payroll end to end process reduced by 1.3 days per fortnight
Objectives:

• Development and growth of key competencies in Alesco system operation and maintenance across all modules deployed.
Resolution:

- **Active learning** – each team member took on a module built it from scratch then shared.
- **Dedicated knowledge sharing time** – Concept history enabled significant training
- **All HR staff rotated through the project for specialist areas** to work on implementation and rollout – developed engagement and business process visibility
- **Redeveloped roles in HR for System Administration and HR Analyst.**
Objective:

• Utilise the HRIS as a tool to support and promote the strategic development of human resources.
Resolution:

- Implementation of eRecruitment, Health and Safety, Training and Development, Budgets and Performance Management
- Differentiate between Position Management and Contract Management
- Strategic data is now available
- Reduction in manual processes now means greater time for strategic planning
Resolution:

- Salaries budget is generated from the HRIS meaning greater involvement by HR staff in the planning around teaching loads and staffing levels
- HR is an active engaged division that can demonstrate an ability to deliver results directly to the bottom line and is not viewed as an overhead
- Enabled a reduction in FTE of 3 from payroll duties to true HR disciplines.
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Objective:

• Improve the strategic, tactical and operational reporting that is available from the HRIS.
Resolution:

- Defined a reporting regime that included a mix of technologies
- Discoverer is used for operational reporting both in the core application and in the reports distributed via the WSS – 200+ reports
- Implemented OrgPlus to provide Organisation charting and within that developed charts which give full position and employee information
Resolution:

• Integrated Alesco into the telephone exchange and the phone billing system.

• Created a series of executive dashboards in Cognos to depict HR information.

• Implemented TM1 as the University budgeting and forecasting tool to enable workforce modelling and salary projections 5 years in advance. Fully integrated with Alesco.
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Resolution:

• Changed casual academic employment to a single job per position per subject where the subject codes are derived directly from the student system.

• Enables true payment hours per subject to be reported on and enables Faculties to know their outstanding casual commitment.

CONTEXT: Data does not include casuals.
Staff FTE by Business Unit
(Three Year Comparison - Summary)

CONTEXT: Data does not include casuals.

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Next on the continuous improvement path

• TM1 also has a student projection model based on actual numbers and forecasts, this will be integrated with Alesco to enable student modelling to automatically project staffing levels required. Implementation of Position skills will enable teaching profiles to be developed.
Next on the continuous improvement path

- CQU has just written and implemented a Program scheduling tool that enables staff placements against roles. This will be expanded to include applicant and where applicable auto-generation of casual contracts emailed for signing.
The key to the success of the project was to change the culture and therefore the view of HR and its value to the University.

Any process or system that needs employee information must take it from the HRIS.

No system will fix the processes and if they don’t add value then change them.