

Memorandum

TO: Senior Management Team

DATE: September 7, 2010

FROM: Ilene Busch-Vishniac, Provost and Vice President (Academic)
Roger Couldrey, Vice President (Administration)

SUBJECT: McMaster's Project to streamline and automate Human Resources and Payroll Transactions

This communication is to provide an update of the progress of creating the HR Service Centre, and provide context behind the initiatives and valuable links to information about this work. These efforts will change the way we currently process payroll transactions, and will have an impact on the entire McMaster community. It is important that you are aware of this work. Please take the time to review your processes in relation to our plans and advise us of any major concerns.

The University has committed to improving efficiency and effectiveness of its processes around HR and payroll transactions. The scope of this work is large, but when complete, our goal as an institution is to adopt best practices for HR and pay transactions, including hiring and all payroll-related matters. In addition, the creation of the HR Service Centre and related process changes are being designed to provide ease of use for faculty, staff and administrators. This will be accomplished through the implementation of paperless transaction processes with automated approval workflow and provide for employee and manager self-service through portal technology. We invite your comments and reactions as these processes transition.

A comprehensive list of the initiatives and the benefits to be achieved can be found at:

www.workingatmcmaster.ca/process-reengineering/

Over the past two years, a number of steps have been taken to help us move closer to our goal.

Specifically,

- The establishment of the HRIS Steering Committee to provide oversight and guidance to this work. Members of this committee can be found at:
http://www.mcmaster.ca/vpadmin/InspiringTransformation/IT_Initiative-HRIS-S-C.html
- The merger of Payroll and Human Resources front-line service functions to create the Working at McMaster Service Centre (Sept 2009). This provides for one-stop shopping for managers, administrators, faculty and staff. Over the past 12 months we have been consulting with academic and administrative units on the optimal design for HR and payroll service delivery.

- Implementation of a new job board that provides candidates with the ability to apply online, and hiring managers to track applicants through the recruitment process. The applicant tracking functionality of this tool, which we have called MacTRAC, is used across McMaster and has been well received.

MacTRAC is a very flexible, powerful and cost-efficient tool, and McMaster has engaged the vendor to develop and deliver paperless processes for hiring requests as well as management activity on the employee record. This change in processes will provide relief to department administrators and reduce the administrative effort for Human Resources.

The HRIS Steering Committee agreed that replacing the current process for hiring temporary, casual or student workers should take priority. Hiring volumes for these employees are huge, and the current process is complex.

During the summer months of 2009, McMaster's administrators from across the organization attended workshops to begin the process of streamlining our temporary casual hiring. MacTRAC development began, and we are now piloting the tool in over 50 departments. We plan to have university-wide adoption of this tool by October 4, 2010. Development of MacTRAC will continue for other types of employee hires such as full-time staff, undergraduate TAs, sessional faculty and post-doctoral fellows. These will be implemented in a staged manner as the work is completed.

Information around implementation timelines, comprehensive communication plans and training dates can also be found on the website noted above (www.workingatmcmaster.ca/process-reengineering/). There is also a frequently asked questions area that, among other things, defines how this significant change to HR and payroll transactions might affect various stakeholders. We encourage you to take the time to review the site.

We appreciate your support of this important work. Questions can be directed to either of the undersigned.


Ilene Busch-Vishniac


Roger Couldrey