

## EBS Time Management Redesign

### Timekeeping Survey Results

#### Overview

In September 2013, the Enterprise Business Solutions Division (EBS) and Bureau of Human Resources (BHR) conducted a survey of all SAP Timekeepers in the City of Portland. The new timekeeping process was implemented on June 6, 2013. Between implementation and the survey, eight payroll cycles passed including two with holidays (4<sup>th</sup> of July and Labor Day). In addition, the new ESS time sheet, time request, and MSS approval tools rolled out to most bureaus.

The purpose of this survey was to find out if the new SAP Time Management redesign has helped timekeepers' business processes and what level of support they have had to provide to their ESS/MSS users. The survey was sent to approximately 400 timekeepers, with 66 responding. This document provides a summary of the responses.

EBS will respond to these survey results during the next few months. We will reach out to the bureaus which have identified more issues or low survey results to get more detail. In addition, we are already working on an improvement list for the new time management tools, based on the feedback received from this survey.

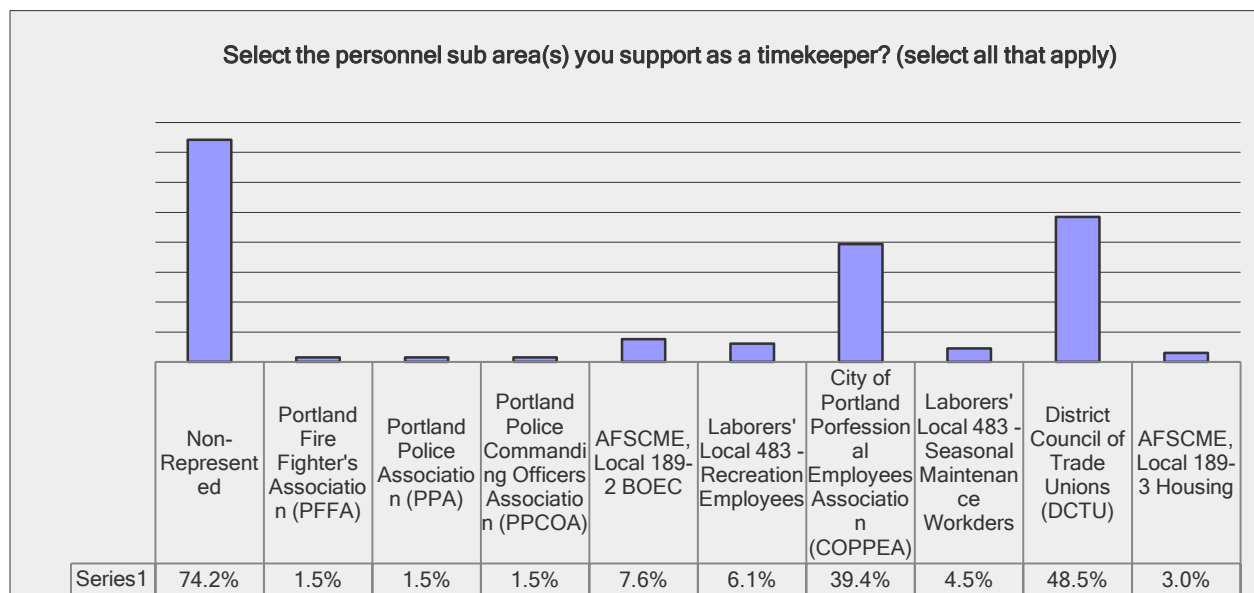
#### Who Responded?

**Bureau:** Below is a breakdown of the percent of the completed surveys we received back from each personnel area.

<b>Which bureau(s) do you support as a timekeeper?</b>		
<b>Answer Options</b>	<b>Percent</b>	<b>Count</b>
<b>Auditor's Office</b>	1.5%	1
<b>Bureau of Development Services (BDS)</b>	3.0%	2
<b>Bureau of Emergency Communication (BOEC)</b>	3.0%	2
<b>Bureau of Environmental Services (BES)</b>	3.0%	2
<b>Bureau of Fire and Police Disability &amp; Retirement</b>	3.0%	2
<b>Bureau of Planning &amp; Sustainability</b>	3.0%	2
<b>City Budget Office</b>	1.5%	1
<b>Council Offices: Commissioners or Mayor</b>	1.5%	1
<b>Office of the City Attorney</b>	0.0%	0
<b>Office of Equity and Human Rights</b>	1.5%	1
<b>Office of Government Relations</b>	0.0%	0

Office of Neighborhood Involvement	1.5%	1
OMF: Admin Offices (CAO's Office, Policy, Business Operations, BIBS Admin, EBS & PSSRP)	9.1%	6
OMF: Bureau of Financial Services (Accounting, Public Finance, Treasury, & Grants Office)	3.0%	2
OMF: Bureau of Human Resources	0.0%	0
OMF: Bureau of Information Technology	4.5%	3
OMF: CityFleet Services	1.5%	1
OMF: City Risk	0.0%	0
OMF: Facilities Services	1.5%	1
OMF: Printing & Distribution	1.5%	1
OMF: Procurement Services	0.0%	0
OMF: Revenue Bureau	1.5%	1
Portland Bureau of Transportation (PBOT)	4.5%	3
Portland Fire & Rescue	1.5%	1
Portland Housing Bureau	0.0%	0
Portland Office of Emergency Management (POEM)	0.0%	0
Portland Parks & Recreation	24.2%	16
Portland Police Bureau	1.5%	1
Portland Water Bureau	22.7%	15
<i>answered question</i>		<b>66</b>

**Personnel Sub Areas:** Timekeepers were asked which personnel sub area(s) they supported. The majority was 74 percent Non-Represented with DCTU coming in second at 48.5 percent.



**Employee Sub Group:** Timekeepers were asked to describe the employees they supported. The results show 47 percent negative full time was the most common entry, followed by positive part-time entry at 38 percent.

Make a selection on each line to describe the employees you support:			
Answer Options	Part time	Full time	Response Count
Positive Time Entry	38	33	51
Negative Time Entry	12	47	50
FLSA Exempt	11	32	34
FLSA Covered	9	33	33
<i>answered question</i>			<b>66</b>

**ESS Usage:** Half of the timekeepers responded that 100 percent of their employees are using ESS within their bureaus; nearly a quarter responded that they have no ESS users. This shows quite a variety in the level of data entry required by the bureau timekeepers. It also illustrates how much the role of the timekeeper has changed as more users are moving to ESS time entry.

Based on the employees you provide timekeeping support to, what percentage of them use ESS? (round to the nearest percentage)		
Answer Options	Response Percent	Response Count
None	24.2%	16
25%	4.5%	3
50%	4.5%	3
75%	15.2%	10
100%	51.5%	34
<i>answered question</i>		<b>66</b>

## How many employees do you support?

We asked an open-ended question to find out the number of employees the timekeeper supports. Below is the average, based on the number of timekeepers who responded per bureau. As this was an open-ended question, this average is based on what was reported and may not reflect the actual numbers for the bureau.

<b>Average of How many employees do you provide timekeeping support for? - Open-Ended Response</b>	
<b>Which bureau(s) do you support as a timekeeper?</b>	<b>Average</b>
Auditor's Office	60
Bureau of Development Services (BDS)	242
Bureau of Emergency Communication (BOEC)	138
Bureau of Environmental Services (BES)	126
Bureau of Fire and Police Disability & Retirement	11
Bureau of Planning & Sustainability	115
City Budget Office	10
Council Offices: Commissioners or Mayor	5
Office of Equity and Human Rights	9
Office of Neighborhood Involvement	42
OMF: Admin Offices (CAO's Office, Policy, Business Operations, BIBS Admin, EBS and PSSRP)	50
OMF: Bureau of Financial Services (Accounting, Public Finance & Treasury, and Grants Office)	53
OMF: Bureau of Information Technology	71
OMF: CityFleet Services	77
OMF: Facilities Services	1
OMF: Printing & Distribution	58
OMF: Revenue Bureau	80
Portland Bureau of Transportation (PBOT)	147
Portland Fire & Rescue	707
Portland Parks & Recreation	20
Portland Police Bureau	86
Portland Water Bureau	22
Grand Total	62

## Satisfaction Ratings for SAP Time Management Redesign

Timekeepers were asked to rate the changes made to the Time Management system by responding to seven questions. Sixty-one users responded.

- 97% agreed the CAT2 header is an improvement
- 96% agreed the new holiday changes (adding the holiday automatically and deferrals) is an improvement
- 95% agreed how premiums were added to the time sheet is an improvement
- 89% agreed how working out of class is added to the time sheet is an improvement
- 83% agreed how overtime and comp time are designated on the time sheet is an improvement
- 93% agreed having a single line of entry across the lunch break is an improvement
- 94% agreed the new front-end time entry validations to reduce corrections are an improvement

I feel the following changes made in June 2013 to the SAP Time Management system have improved the time entry processes.

Answer Options	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
CAT2 header	1	0	23	21	16
Holidays	1	1	29	19	11
Addition of premiums	1	0	14	8	38
Working out of class	1	2	19	7	32
Overtime/comp	2	4	22	9	24
Single line entry across a lunch break	1	2	16	27	15
Time entry validations	1	2	31	16	11
<i>answered question</i>					<b>61</b>

## Satisfaction Ratings on Time Entry and Approval Process

Timekeepers were asked 12 questions related to the use of the new Time Management Tools (time requests, time sheet, time approvals and delegations). Fifty-eight responded. Overall, users agree that the redesign has been a positive change. The ratings are on a four-point scale, with four being the highest rating possible. Overall responses with a rating less than three are areas where we are conducting further research and discussion with the bureaus/timekeepers.

<b>Please rate the following statements from strongly disagree to strongly agree. If you have not used the feature referenced in the statement choose N/A.</b>						
<b>Answer Options</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Average</b>
1. In general, ESS users are satisfied with the new time tools (time sheet and time request applications).	3	4	35	5	11	2.89
2. Most ESS users are able to complete their time entry without assistance.	1	5	32	8	12	3.02
3. Most ESS users are certifying their time entries in a timely fashion.	0	2	35	9	12	3.15
4. Most MSS users are approving time for their employees in a timely fashion.	0	1	30	10	17	3.22
5. In general, our bureau understands the expectations of how to use the tools to comply with HRAR 1.07 Time Review and Approval.	0	2	38	7	11	3.11
6. MSS users are able to use the delegation application without assistance or issues.	0	7	24	4	23	2.91
7. In general, our bureau felt the level of preparation provided by EBS was adequate to begin using the new time management tools.	2	3	37	3	13	2.91
8. Our time approval process is more efficient now than with our previous process.	0	6	27	14	11	3.17
9. In general, the level of support we received after go-live met our needs.	1	4	29	10	14	3.09
10. The reporting tools available for time approval and time requests meets our needs.	2	2	29	9	16	3.07
11. Our bureau made use of the training materials available (cheat sheets, videos, demos and web-ex sessions).	0	5	32	8	13	3.07
12. The time request and approval process works well even for employees who do not enter their own time in ESS.	2	1	18	2	35	2.87
<i>answered question</i>						<b>58</b>

## **Old Processes**

We asked the timekeepers if their bureau is still using old time approval processes and why. The general responses are summarized below.

- Not all staff are familiar with this process
- Not all employees on ESS
- There is no communication on whether overtime pre-approvals are done outside or inside ESS
- ESS does not work for a 24-hour bureau
- ESS does not work for an individual that has multiple supervisors
- If timesheets are turned in after 5pm on the due date we must enter them in manually
- ESS does not allow the ability to separate hours worked into a format for charging the time to different work orders

## **What is the best thing about the new Time Management Tools?**

Overall 44 percent of the timekeepers surveyed responded to this open-ended question. The responses included the following benefits.

- Tracking and recording time requests
- The ability for employees to see quotas in the time sheet / time request tool
- Paperless and real time
- Easy-to-read instructions and screen shots
- Not having to break out the lunch period
- Speed of entry – can enter hours with minimal clock times
- Able to see the entire pay period
- All the information is in SAP

## **What is confusing about the new Time Management Tools?**

Of the people who responded, the following six responses summarize the key points of confusion:

- Identifying what is new and old
- Scrolling through the timesheets
- Not being able to separate entries based on attendance/absence code
- Finding which project (cost object) to bill time to
- Time entry adjustments after ESS locked out
- Vacant chief positions for an org unit

**When asked how the new tool can be improved, 17 out of 49 people responded.**

The following points have been added to our list of improvements which we are working to prioritize.

- Having a column with a word description of the cost object
- More options to condense the timesheet display
- Minimize scrolling / button clicking
- Reduce "font" size so more columns are visible
- Move Certify button to a more prominent place on the time sheet
- An automatic email to the bureau timekeepers when a correction is submitted via time request after a pay period has closed