
Time & Attendance Case Study

Client: Large Cash-In-Transit Carrier located in Canada.

Challenge: To build a more accurate time and attendance system that leverages the existing scheduling systems for this Canadian security system provider.

Situation: The workforce went from a non-union environment to a unionized environment and the rules for determining how employees get paid and their scheduling became more complicated. The customer needed a new way of tracking actual time and attendance in order to gather more accurate information and therefore more accurate payroll data generation in accordance with union rules.

The payroll process was conducted manually by the HR team and was very time consuming and prone to errors. There was no auditing of call history or a way to track time off because of health, vacation and lieu time. The information wasn't accurate as it reflected the scheduled shifts/hours and not the actual shifts/hours employees worked. The customer required not only automation and streamlining of these processes but also analytical reporting.

Having already built a scheduling system for the dispatch, service and treasury departments as part of a larger integrated operations system, FBA looked to improve the way the scheduling system feeds the payroll data.

The goal was to resolve following problems:

- Eliminate over-payment of casual staff
- Accurately pay employees based on union rules
- Capture actual time in/out by employees
- Automatically keep track of banked times
- Better handle stat holidays
- Provide detailed reporting
- Streamline data to payroll

Solution: FBA developed a new custom time and attendance system that leverages the existing scheduling systems. It includes a new engine for generating payroll data based on collective agreement rules that is sent to a payroll processing provider.

Time and Attendance Kiosk/Application

The kiosk is an ATM-like kiosk using standard PC parts. It includes dual screens where the top screen displays revolving messages and the bottom screen is a touch screen for inputting details. It also includes a card swipe, camera and printer.

The Time and Attendance Kiosk application is a distributed database that allows remote locations to continue operating even if the WAN connection is down. Integrated with the existing scheduling system, employees can only punch-in if they are scheduled to work and can't punch in for a new shift if they forgot to sign out of previous shift (without a manager's override). Employees are required to enter a PIN to ensure security and are able to change their PIN from the user interface. The kiosk also has multi-language support (French and English) and an automatic distribution of software updates.

Time and Attendance Management application

The management application is available for supervisors. It runs from the same distributed database as the application so that supervisors can view missed punch-ins/outs and override entries if needed. The application has the ability to resolve payroll exceptions, tardiness, etc. It includes reporting on exceptions, missing punch-ins/outs and daily hour reports - scheduled vs. actual hours. Managers are also able to create manual schedule events if the sync process fails with the scheduling database. The management application also has multi-language support (French and English) and an automatic distribution of software updates.

Engine to generate payroll data based on collective agreement rules

This sophisticated process combines schedule information, time and attendance data, pay grades and union rules to generate the payroll data that is sent to the payroll process provider. The system validates time and attendance data and generates exception lists (missing punch-ins/out) to create an accurate timesheet of employees. Some of the validation data calculated includes: daily overtime; weekly overtime; lunch/break time; stat holidays; weekly top-up for full time staff and late punch-in deductions. It will not commit payroll data until all exceptions are handled by the branch. The system also automatically updates banked time in relation to vacation time taken.

Results: The customer recovered costs immediately by eliminating overpayment of casual staff. Staff used to be paid for a full shift regardless of how many hours they worked. With the new kiosk system, they are only paid for hours worked. This resulted in concrete savings of \$2500/week (or \$130,000/yr) for the first branch implemented.

Other savings and conveniences include:

- Ability to find under-utilized shifts / over-allocated shifts
- Better alignment with union rules/standards
- Reduced overall errors compared to manual process and consequently reduced grievances
- Ability to generate payroll data in a more timely fashion, reducing the stress for HR staff
- Reduced reliance on HR staff to generate payroll

The customer didn't have to make an investment to build the entire solution in order to realize short-term benefits as FBA worked on a phased approach to maximize returns on investment. FBA is beginning development on the next phase - to implement a consistent time tracking system across all branches.