HR TECHNOLOGY PROGRESS REPORT
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EXECUTIVE SUMMARY

The development of a new HR Technology Plan for the University with the targeted goal of modernizing the HR systems and launching new tools which create a more cohesive and efficient digital workplace for employees continues to build momentum. Objectives for this new program include new shared services and self-service delivery channels, allowing for increased collaboration and integration of HR processes across portfolios, lower administrative costs, and improved evidence-based decision making.

An important and distinguishing feature of this new technology plan is our stated vision to build new tools and processes that consider the needs of our employees and administrators holistically across technology domains. Projects identified target improvements within both the enterprise systems and desktop technology domains, allowing for more seamless collaboration between teams and new workplace efficiencies - the foundation for a strategic HR. The new strategic HR aims to create an engaging experience for the employee, deliver efficient and convenient services, and offer insightful information to senior leadership to meet institutional goals.

Recent Program Highlights:


- Increased the number of employees on Kronos Time and Attendance software in 2019 to 3,222. Winter Cohort Session kicked off in December 2019 this group includes Dentistry, Innis College, Pharmacy and others. Current implementation also includes implementing UTM FMP Advanced scheduler (new KRONOS module) and Flex Time custom functionality for Robarts Library.

- Developed 10 custom tables within the University’s data warehouse to be hosted on a Tableau Server sandbox, setting a foundation for rapid dashboard development and analysis capabilities which was not previously possible.

- Creating team-specific HR SharePoint sites, including a HR Systems Training & Support Centre and Consistent JD Project specific sites. Launched a new HR Service Centre SharePoint site in Q3 2019, and will be launching a new comprehensive PM Job Description Library for use by all HR professionals in Q1 2020.

- In Q4 2019, completed a soft launch of a new modern HR portal and service desk platform for the division using ServiceNow. Scheduled go live date for the full HR ServiceNow portal: Q1 2020 (February).

- Continued to roll out staff ESS and MSS leave requests to interested divisions at the university (without manager substitution). Currently 34,750 users have been assigned the ESS role.
• Implemented the administrative view of the new Safety Incident reporting application (Medgate/Cority) for EHS and H&W in July 2019. Targeting implementation of Incident report portal view (ability to report an incident online) in Q2 2020.

• Quality Assurance testing of the new Academic Administrative Appointment Process on SAP now underway. Revised target of Q3 2020 for implementation based on user feedback.

• University wide roll-out of the new JDX standardised Job Description database complete.

Introduction
A highly modern HR division uses technology to maximise the mutual benefit of employment for both the employee and employer and matches workforce skills/numbers to meet institutional opportunities and challenges. High-impact projects which create innovation in future service delivery and productivity tools for employees and administrators have been situated within four areas of focus in our plan:

1. Enterprise Systems Modernization
2. Knowledge and Service Management
3. Reporting and Analytics
4. Targeted Process Improvements

Enterprise Systems Modernization
Several very large system investments have been approved to modernize the main Human Resources enterprise systems at the U of T over the next 3 – 5 years. These include a full upgrade of our HRIS system to the new version of SAP and talent management products (SuccessFactors), along with the continued roll-out of a centrally supported time and attendance application (Kronos) for hourly paid employees.

SAP Modernization program:
In October 2018, the University approved a 3–5 year modernization program of the SAP Administrative Management Systems. Improvements to the system include an upgrade of the entire HR Talent Management Suite (SAP SuccessFactors), an upgrade of the core HR and Finance systems to the new version of SAP (S4) and an upgrade in core technology to an in-memory database (HANA). To enable the upgrade, all infrastructure supporting the new versions of SAP software have been upgraded as part of this program and moved to a more robust cloud platform allowing for 24/7 support of this investment for the university.

The implementation of our new HR Talent Suite, SAP SuccessFactors, is an important step in fully modernizing the main HRIS systems at U of T. SuccessFactors is an integrated cloud solution built for a better user experience. These new applications will allow for personalized training, focused career development, an improved candidate and onboarding experience, and provide for better decision making about hiring, diversity, performance and more. Modules currently slated for implementation include: Staff Learning, Performance and Goals, Succession Planning, Recruitment and Onboarding, and Employee Central.

Outcomes:
• A new “one-stop shop” with an integrated, flexible, and easy to use HR technology suite.
• A complete package from hire to retire that includes Recruitment and Onboarding, Learning Management, Performance and Goals, and Succession Planning.
- Improved talent acquisition through advanced branding, marketing and on-boarding career sites.
- Cutting-edge workforce analytics allowing managers improved visibility into UofT talent pools.
- Ability to link learning to employee personal and development goals using dynamic online material or links to external online learning sources.
- Ability for staff to conveniently register for courses and record completion of mandatory courses.
- A self-service experience that will increase engagement and reduce administration.

**Status:**
- Implementation of SuccessFactors Modules: Learning, and Performance and Goals, complete
- Design and configuration sessions for SuccessFactors Recruitment underway
- S4 Finance upgrade started: POC instance complete, blueprinting workshops underway

**Kronos Time and Attendance Software**

Kronos is a cloud-based time and attendance system for use with our Human Resources Information System (HRIS) – Payroll. Kronos eliminates the use of paper timesheets and the need to forecast employee hours through convenient, online approval processes. The software provides electronic timesheets, timeclocks, or mobile check-in for hourly paid or casual employees. Approved for central funding, the system has been rolled out to 14 departments and over 3,000 employees currently using the system. More than 2,000 employees expected to join Kronos platform in 2020.

**Outcomes:**
- Centrally supported electronic Time and Attendance system for hourly paid employees.
- Convenient, online approval process for managers.
- Integration of system interfaces with HRIS payroll.

**Status:**
- Central Funding made available for on-going employee/manager license costs (to April 2020)
- Work underway for UTM FMP scheduler (new module), Dentistry, Innis College, Pharmacy and others, along with Robarts Library Flex time.
- Interest expressed (and next in queue): Music, UTM Management and Work Study program participants.

**Knowledge and Service Management**

Technologies which allow for more seamless collaboration between teams and sharing of information and services are expected to provide the foundation for the new digital HR. Two critical projects have been identified as a priority in this domain for the HR division – implementation of new Sharepoint Document Management hubs and implementation of ServiceNow service desk software and portal for administrators and employees.

**Document Management Sites for Division of HR & Equity**

The HR&E Documents Hub is a new, internal SharePoint Online site that has replaced the Blackboard portal. This site allows HR&E staff to efficiently and securely track, modify, store, organize and share critical documents. The new portal leverages SharePoint’s search, document versioning capabilities and mobile-ready interface for an enriched user experience. During the first phase of the project, the team analyzed and reduced 1,700 pre-existing documents to 520 that were critical for business processes. This project represents phase one of a multi-year strategy to improve document management within the Division.
Outcomes:
• New HR document management hub available for team-specific areas of interest, example: Administrative HR, Labour Relations, VP-HR, etc.
• Best practices for records retention, document management, etc. for the division as a whole.

Status:
• Creation of team-specific HR SharePoint sites underway, including a Labour Relations Database and PM Job Description Database site.
• In Q3 2019 launched a new knowledge hub site to deliver training for the new HR Service Centre
• Document management hub for VP HR in progress, targeted completion of Q1 2020
• Phase 1 of Records Management project underway, with the goal of moving all HR shared drives and files to team and Division specific SharePoint sites by Q4 2020
• Hubsite to tie together all team-specific SharePoint sites with the HRE Portal has been created and tested; target launch Q1 2020
• SharePoint site for the Uniforum survey launched in March 2019; additional features and information will be added in Q1 2020

Enterprise Service Center (ServiceNow)
The HR Service Desk software (ServiceNow) will help to streamline over 40,000 annual HR service requests, through a central, shared services unit. The system is expected to eventually manage and track approximately 70% of all standard HR inquiries, and empower staff to complete basic HR functions – ultimately allowing HR practitioners to perform more strategic tasks.

Outcomes:
• Deployment of Shared Services Help desk streamlining all inquiries. Potential for one contact point for all employee HR inquiries.
• Online knowledge base allowing for convenient, self-service help.
• Conversion of approximately 80+ PDF forms to fillable online forms routed to the appropriate HR unit for resolution.
• Investigation of options to use Service Desk software for high risk Case Management for HR.

Status:
• Completed a soft launch of HR ServiceNow on November 13, 2019; since that time, more than 3500 cases have been submitted.
• Change management for program sustainment is underway; an HR Shared Services Network (including a Community of Practice) been established to validate current configuration and advise on feature prioritization and design for future implementations
• 10 central HR email channels have been ingested to ServiceNow; on target to ingest 13 additional inboxes and begin decommissioning as necessary by Q4 2020
• Content analysis and migration of content to ServiceNow from the HR & Equity website is complete; more than 300 knowledge articles have been uploaded, and the redesigned HR & Equity website will launch in March 2020
• Estimated full launch of HR ServiceNow is February 10, 2020
Reporting and Analytics Dashboards

The HR Reporting and Analytics Centre of Excellence is a key element of the new HR digital workplace, providing just-in-time analytics and deeper insights into HR trends. It will use best practices for data management, reporting automation and analytical insights, and features a new self-serve hub, and extensive reports and dashboards.

In December 2017, a suite of three data dashboards were launched on Tableau visualization software for divisional human resources staff to access key performance indicators, trends and changes in employee headcount, recruitment and upcoming retirements in an accessible and illustrative format. This new capability provides critical business intelligence insights that will help multiple divisions across the university make strategic decisions about their workforce that are based on clear and concise data.

**Outcomes:**
- HR Reporting and Analytics Centre of Excellence, including a new self-serve hub.
- HR focused reports and dashboards that meet the needs of HR professionals and senior leadership.
- Best practices for data management, reporting automation, and analytical insights.
- Cross-training and succession planning for critical data processes.

**Status:**
- Ten new queries developed and housed on a Tableau Sandbox, allowing for rapid development of automated dashboards and related applications.
- Additional employee history data compiled back to 2011 to allow for quick trends analysis based on key KPIs including turnover, hiring, and other demographic categories.
- A machine learning tool for job evaluation piloted by central Compensation in Q4 2019 and is currently being revised based on pilot results.

**Targeted Process Improvements**

Implementation of large system improvements which reduce administrative overhead within divisions will continue through most of fiscal year 2018-19. Of significance are the following projects:

**Manager/Employee Self-Service Leave Requests**

Manager Self-Service (MSS) was rolled out starting in January 2018 to a full launch in June to help supervisors view information about their team in a convenient and secure way. More than 1,700 managers now have the ability to view vacation and absence data, supervisory relationships and university training information for their teams via a new module in the existing Employee Self-Service (ESS) suite of online services. The vacation and leave request component is now available to all units at the university (without manager substitution) on an opt-in basis. As of Q1, 2020, over 1665 employees are now using the system. By using MSS, the University is projected to save over $550,000 in people hours during the first year and over $970,000 in three years.

**Outcomes:**
- Convenient access to self-service leave requests (vacation, sick, personal, training, bereavement leave) for USW, Confidential, PM and RA/SRA staff in the first phase.
- Ability for managers to approve requests online.
- Automated recording of leave requests in HRIS.
- New vacation reports and team calendars (displaying absences for team) for managers.

**Status:**
• Manager (MSS) vacation and team calendar reports released to all managers & supervisors at U of T (1700+ individuals) in July 2018
• New structured position creation process implemented in June 2018 to prevent future system hierarchy errors
• Opt-in roll-out of ESS leave request (without manager substitution) now available to all remaining divisions at the university

Consistent Job Description Project (Complete)
The Consistent JD Project is aimed at transitioning the University to a new, consistent form of job description, which will become an integral part of a more efficient and effective United Steelworkers (USW) job evaluation process. Using advanced software, called JDXpert, managers and HR staff choose from a bank of pre-written, pre-evaluated job class description templates. The application helps managers to create and reclassify USW job descriptions more quickly, accurately and consistently. It also streamlines the USW hiring workflow from position creation to approval and posting. The new job description format does not change the pay band, classification or responsibilities of any job – it simply alters the way in which the work is described. A key goal of this project is to bring clarity and consistency to how similar work is described across the University.

Outcomes:
• A centralized inventory of consistent job descriptions for all appointed USW staff.
• Ability for Managers/HR professionals to search the inventory for job content.
• Ability for Managers/HR professionals to create JDs by selecting pre-written and evaluated content.
• Streamlined processes for JD creation, classification and posting.

Status:
• Sharepoint site configured with training material, user tips, communication schedule, etc.
• Completed a successful full roll-out of the application to all areas of the university in Q3 2019

Incident Management and Workplace Safety Software
This project will streamline incident reporting at the university and ensure issues are quickly and appropriately directed to Environmental Health & Safety, and Health & Wellness/Workplace Safety and Insurance Board for investigation, as regulated by the province. Budget was acquired and the vendor for this application (Medgate/Cority) was confirmed in April 2018. This is a joint project between HR&E and the Vice-President, Research & Innovation, and it will eliminate the need for duplicate systems or modules.

Outcomes:
• New incident reporting form integrated with main systems on campus (Cority/HRIS) eliminating duplicate entry.
• Upgraded and supported system to meet provincial safety regulations and WSIB claims.
• Consolidated incident reporting (EHS & HW).

Status:
• Implementation of administrative view/portal complete July 2019
• Quality Assurance testing of public view of new Safety Incident Form underway
• Revised target date for full application: Q2 2020
Academic Administrative Appointment Process

The purpose of this project is to build a University-wide solution that will simplify the Academic Administrative Appointment (AAA) process and create a single, easily accessible and authoritative source of data concerning all Academic Administrators (Deans, Chairs, Directors) and AAA positions within HRIS. With enhancements to HRIS, the solution aims to establish a single interface for AAAs that will enable simplified maintenance of positions, vastly improved data quality and improved accuracy and facility for reporting of current, future and past AAAs.

Outcomes:
- Generate reliable, enterprise level, searchable data relative to all faculty in academic leadership positions in support of multiple purposes.
- Simplify the nomination and on-lining of approved AAA’s (currently very labour intensive, repetitive).
- Facilitate off-lining (removal of AAA’s on completion of term – avoiding confusion, overpayment etc.)

Status:
- User acceptance testing underway
- Revised implementation target: July 2020

Research and Study Leave Calculator

The Research and Study Leave Calculator will fully automate the faculty leave request process across the University through ESS. It will eliminate the current manual process, allowing individual faculty members to check their RSL eligibility online and submit a request for approval. In Phase I, adjustments will be made to HRIS to accommodate all data relating to leaves, creating a single, consolidated, and authoritative source of data reflecting existing individual faculty entitlements. Once records for all data have been reconciled across central and divisional/departmental offices, it will provide reports through HRIS to divisional Business Officers to verify potential research leave requests.

Outcomes:
- Consolidated and accurate faculty leave records maintained in a central authoritative system (HRIS) allowing for risk analysis at any level and a myriad of other reports.
- Online Research and Study leave eligibility calculator for faculty.
- Ability to automatically record faculty leaves within HRIS once approved.
- Future:
  - Ability for faculty to easily check eligibility and request research leaves online.
  - Ability for departments, Dean’s Offices and VP FAL to approve leaves online.

Status:
- Phase 1 solution design & development complete.
- Data clean up currently underway for April 2020 technical go-live
- New solution will be run in parallel with Excel tracker until Fall 2020 for business go-live

HRIS Operational Improvements

In Q3 2019, Enterprise Applications and Solutions Integration in partnership with HR&E established a new HRIS Change Advisory Board (CAB). The purpose of this new committee is to assist the IT project team in establishing priorities for improving the current operations of the HRIS systems through initiatives such as
data quality improvements, new training programs, improved interfaces to related systems, or new operational reports which may be of value to the divisions.

The purpose of this new committee is to:

- Engage critical stakeholders in approving changes that have organizations impact to systems and resources
- Provide visibility and access to HRIS project prioritization process and progress
- Enable better planning and execution
- Minimize risk

The board operates on a model of collaborative governance and includes tri-campus functional representatives (mostly HR representatives and business officers) as well as technical leads and managers from EASI. Members of the HRIS CAB are front line users of the HRIS systems.

Examples of projects which this team may be requested to provide feedback on include:

- Improvements in training material
- New system error checks
- Operational reports of value to the divisions
- Improvements to HRIS in preparation for SuccessFactors Employee Central

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<th>End Date</th>
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<td>Phased Rollout (Ongoing)</td>
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