

<b>Program Title:</b> MassHR Project	<b>State:</b> Commonwealth of Massachusetts
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**Program Summary**

In 2012 – 2013, the Commonwealth of Massachusetts successfully launched the MassHR Project, which included the implementation of Oracle/PeopleSoft's Self-Service Time and Labor module for nearly 40,000 employees across the secretariats as well as independent and constitutional departments of government, while simultaneously launching the Commonwealth's first Shared Services Center (hereafter the Center) complete with Service Level Agreements (SLAs) and published metrics. Additional self-service functionality has been rolled out to employees, with support provided by the Center. With the implementation of self-service using a shared services support model, the Commonwealth has significantly decreased the amount of transactional work being performed by HR professionals, allowing a new focus on strategic initiatives. Highlights of the benefits of the MassHR Project include:

- Elimination of over 4.3 million duplicative manual transactions annually
- Reduction in the Commonwealth's carbon footprint, by generating 2.5 less tons of paper annually
- More efficient standardized support using a Shared Services model with formal SLAs that are reported against monthly
- Enhanced employee experience by giving employees immediate access to view and update their personal and payroll data
- Significant re-investment of HR staff redeployed to developing and launching strategic workforce enhancement programs

**MassHR Self Service and Shared Services**

**1. Please provide a brief description of this program.**

Between April 2012 and April 2013, the MassHR Project deployed Self-Service Time and Attendance (SSTA) to over 60 departments/facilities providing employees the ability to self record time worked. As of February 2014, there are 44,530 employees using SSTA, of which over 33,000 are supported by the Center using a shared services model. In addition to the rollout of self-service for time and attendance, MassHR implemented additional self-service, providing employees across the Commonwealth with the ability to:

Review paychecks	Update address and phone #s	Update emergency contact
Update direct deposit	Update W4 information	Update Ethnic Group

Moreover, implementing self-service has allowed the HR community to prioritize and accomplish more strategic activities such as workforce planning, professional development, and employee engagement - providing significant benefits to the workforce at large.

**2. How long has this program been operational (month and year)?**

To garner buy-in and mitigate risk, the Commonwealth used an incremental approach with several rollouts, beginning in April 2012 and concluding in January 2014. Simultaneously, we launched the state’s first employee engagement survey, the results of which led to the development and implementation of several key workforce enhancement programs.

**3. Why was this program created? (What problem[s] or issues does it address?)**

Three independent studies of the Commonwealth’s Human Resources function were conducted, all with consistent conclusions:

- The function was labor intensive, with a heavy reliance on manual transactions (example: many Depts. used paper timesheets, which were then faxed or driven to a central payroll office for duplicative data entry every two weeks to make payroll);
- The allocation of resources to high-volume transactions was significantly higher than industry standard;
- Business processes were inconsistent across the Executive Departments;
- There was a lack of technology and automation;
- Resources were not allocated to strategic and workforce enhancement functions that support a high performing workforce.

In addition to the lack of automation, the support model for these processes was fractured and inconsistent. HR resources varied by agency, resulting in uneven HR service levels or duplicated services across agencies at unnecessary cost. This silo support approach led to inconsistent practices across agencies, eroding efficiencies and threatening accurate data reporting.

#### **4. Why is this program a new and creative method?**

The MassHR Project was a multi-pronged approach to creating an enhanced HR Service Delivery Model that puts HR at the table as a strategic business partner. This was achieved by:

- Implementing enabling technologies (saving over \$4.3M manual transactions annually)
- Implementing a more efficient service delivery model using shared services
- Implementing new strategic workforce enhancement programs
- Providing professional development for the HR community

This project goes well beyond realizing efficiencies through automation and centralization. It has positioned us to invest HR time and effort on strategic initiatives and workforce

enhancement programs. For example, we launched the first Commonwealth-wide Management and Supervisor Certificate Programs. These programs help managers and supervisors hone their skills in project management, change management, team building, motivating and evaluating staff. We also conducted the first statewide employee engagement survey, a key result of which was a strong desire for more training opportunities which led to the development and launch of 10 new training programs, including Leadership Excellence for Senior Managers, Workforce Analytics, and Building & Maintaining a Results Oriented Culture.

**5. What was the program's start up costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)**

32 million in capital money for consulting services which included project management, business analysts, developers, testers and change management resources.

**6. What are the program's operational costs?**

\$2,423,000 annually to operate the Center. The Training Unit budget totals \$350,000 annually.

**7. How is this program funded?**

The Center is funded through a chargeback to our customer departments. The Training Unit is funded by operating dollars.

**8. Did this program originate in your state?**

Yes. The MassHR project is tied to secretariat and agency strategic objectives:

- Better Performance: We will provide state government services and programs more effectively, efficiently and equitably.
- Better Government: We will build trust in state government by improving transparency, accountability and responsiveness.
- Create Efficiencies through reduced HR transaction costs and completion times

**9. Are you aware of similar programs in other states? If yes, how does this program differ?**

While many states have implemented self-service functionality and a shared services model for HR, the scope and breadth of this deployment across multiple branches of government and an incredibly diverse employee population represented by multiple unions made for an extremely complex implementation. In addition, we believe we are unique in our ability to successfully manage this complex deployment while simultaneously reinvesting the efficiencies gained in impactful strategic workforce initiatives.

**10. How do you measure the success of this program?**

The Center utilizes a customer satisfaction survey to continuously monitor customer service. Consistently, we have been rated good to excellent by our customers over 90% of the time. Average wait time and turnaround times are tied to SLA metrics and included in the agency's annual performance report. In addition, we will re-launch the Employee Engagement survey to track our progress with the implementation of the various workforce enhancement initiatives.

**11. How has the program grown and/or changed since its inception?**

We are highly focused on expanding the scope of the Center's technology to support significant expansion such as an Enterprise Content Management and a new learning management system. We have also launched a robust workforce planning initiative. These initiatives would not be possible without the success of the MassHR Project which was the cornerstone of HR transformation in the Commonwealth.