Feedback on HRMS Payroll System:

Special Report to the Faculty Senate of the University of Rochester

Prepared for the October 2004 meeting of the Faculty Senate

4:00-6:00 p.m.

Tuesday, October 19, 2004

Gleason Hall 318/418

Respectfully submitted by the faculty members

of the Faculty Senate Executive Committee

Gerald Gamm, Chair

Jean Bidlack

Theodore Brown

Eldred Chimowitz

Roger Gans

Harry Groenevelt

Philip Knauf

Elissa Newport

Martin Pavelka

David Pearce

Bethel Powers

William Simon

On August 30, 2004, the Faculty Senate Executive Committee sent a notice around the university requesting feedback on the HRMS payroll system. We stated that we had "received reports suggesting that this system is disrupting the normal work responsibilities of various administrators, faculty, and staff" and that we were interested in learning whether these concerns were "isolated or widespread." We sent the notice to the faculty mailing list, to UR Forum, to Senators, and to the mailing list for College administrators and department heads.

The first request for information went out at 4:00 p.m. on August 30. By 10:00 the next morning, we had already received responses from 70 people. On September 8, having heard by then from 140 people, we sent around a second notice to the university community, explaining that we intended to summarize the feedback into a report, then to meet to discuss the situation and learn what steps can be taken to address these problems. We have now heard from a total of 187 people.

We conclude from this feedback that the HRMS payroll system is causing widespread and serious disruption to the normal course of business throughout the university. This disruption is not confined to any one school or college. Rather, it is undermining morale and productivity in many different contexts—research and clinical departments in the Medical Center, medical practices, laboratories, academic departments in all the schools, admissions offices, and student affairs offices.

We conclude also that this disruption is not a transitional problem, and it is not due to a lack of information about how the payroll system works. Many people have now worked closely with this system for more than three months, and their overwhelming testimony suggests that their main concerns will not be addressed by additional information about the existing system. This system, functioning normally, is causing massive disruption to the work of this university.

Addressing these problems, therefore, will require a radical overhaul of the system. We hope that this overhaul will begin immediately, designed to address the specific concerns laid out in this document below.

Contents

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Documents

A. The original Aug. 30 request made by the Senate Executive Committee to faculty and staff.

B. The Sept. 1 posting in UR Forum from Chuck Murphy.

C. The Sept. 8 progress report made by the Senate Executive Committee to faculty and staff.

D. The Sept. 16 memorandum from Ronald Paprocki to Department Chairs and Administrators

Date: Mon, 30 Aug 2004 16:01:15 -0400
From: Gerald Gamm <gerald.gamm@rochester.edu>
Subject: Feedback on payroll system

Dear Colleagues,

It is now two months since the University adopted the new HRMS payroll system. Throughout this time, members of the Faculty Senate Executive Committee have received reports suggesting that this system is disrupting the normal work responsibilities of various administrators, faculty, and staff. We are trying to determine if these concerns are isolated or widespread. If they do appear to be widespread, we would then collect more detailed information about the nature of problems, propose a plan of action, and work with the relevant administrators to implement this plan.

Please take a moment to jot me a note letting me know whether you (or anyone in your division) is experiencing serious problems with the HRMS system or finding that this system is disrupting normal work responsibilities. You may write me directly at gerald.gamm@rochester.edu. I will pass on all messages to the Faculty Senate Executive Committee and, perhaps, to the full Senate. (If you wish anonymity for any reason, please mark your report confidential, and I will share the contents of the e-mail but no identifying information.)

It is fine to send a brief note, since our main goal at this stage is to learn whether there are any widespread problems. But we obviously welcome detailed reaction as well.

Yours sincerely,
Gerald Gamm
Associate Professor and Chair, Political Science Department, The College

Chair, University Faculty Senate,
on behalf of the Faculty Senate Executive Committee

Date: Wed, 1 Sep 2004 17:26:09 -0400
From: "Murphy, Charles J." <cj.murphy@rochester.edu>
Subject: About the Human Resources Management System

Prof. Gamm's recent message to the UR Forum noted reports reaching him about disruptions caused by the new Human Resources Management System in the normal work responsibilities of staff and faculty.

I'd like to point out that two weeks ago, Sr. Vice President Paprocki, with my full concurrence, asked the Office of University Audit to undertake an independent, systematic research into how the HRMS is working in its initial implementation period. That exercise is well under way, and a number of departments have already been contacted.

We know from experiences of other institutions that the initial period after the implementation of PeopleSoft is far from easy. While we have said that the HRMS system ultimately will not shift additional duties to departmental administrators, I am the first to say that, in the short term, that certainly is not true for many on campus. There is clearly a lot of work ahead for those of us working on this project, both in making sure that HRMS is working smoothly and efficiently for the departments and in finding more ways to eliminate paperwork and refine processes to reduce administrators' workloads.

With the audit now under way, with our continuing efforts to make HR staff widely and quickly available to anyone who requests assistance, and with our understanding that the difficulties of the initial HRMS implementation need to be resolved, I am confident that we will get to where we need to be. I look forward to the Faculty Senate Executive Committee's input on this project.

Chuck Murphy
Associate Vice President for Human Resources

Date: Wed, 08 Sep 2004 21:10:57 -0400
From: Gerald Gamm <gerald.gamm@rochester.edu>
Subject: Feedback on payroll system

Dear Colleagues,

Last week, writing on behalf of the Faculty Senate Executive Committee, I invited people to send us comments regarding their experiences with the new HRMS payroll system. Our main goal was to understand how this system worked from the perspective of departmental administrators and chairs, but we also welcomed and received substantial feedback from individuals who used this system to gain access to their personal information.

We have now received responses from over 140 members of the university community, and these responses suggest that concerns with this system are serious and widespread. We have also learned that Ron Paprocki, Senior Vice President, and Chuck Murphy, Associate Vice President for Human Resources, have together commissioned an internal audit to collect information about the experiences that departments are having with the new system.

The Senate Executive Committee met yesterday to discuss the feedback that we have received to this point. We have scheduled a special meeting next week with Mr. Paprocki and Mr. Murphy to share with them the principal concerns that faculty and administrators have raised. Our hope is to use
this meeting as a first step in highlighting the main problems people are experiencing with the system and to learn from Mr. Paprocki and Mr. Murphy about the steps that can be taken to address these problems in a systematic and expeditious way. Sometime soon, we plan to devote a meeting of the
full Faculty Senate to a discussion of this issue, to which we would invite Mr. Paprocki and Mr. Murphy as special guests. We will send out a public notice once we set a date and time for this meeting.

We are extremely grateful to everyone who has taken the time to write us over the last week and we continue to welcome feedback from anyone who has not yet responded, especially from departmental administrators, departmental chairs, and managers of labs and clinical departments. You may address your e-mail to me at gerald.gamm@rochester.edu.

Respectfully yours,
Gerald Gamm
Associate Professor and Chair, Political Science Department, The College

Chair, University Faculty Senate, on behalf of the Faculty Senate Executive Committee

UNIVERSITY OF
ROCHESTER

Ronald J. Paprocki
*Senior Vice President for Administration and Finance
and Chief Financial Officer*

Memorandum

To: Department Chairs and Administrators

From: Ronald J. Paprocki

Date: September 16, 2004

Subject: HRMS

On September 14, Associate Vice President for Human Resources Chuck Murphy and I met with the Faculty Senate Executive Committee to discuss responses to the request made by Professor Gerald Gamm, Chair of the Faculty Senate, for information regarding difficulties being experienced with the new HRMS system. The details of the Executive Committee's report were consistent with a study by the Internal Audit Department commissioned several weeks ago. Both confirm a variety of problems being experienced by users of the system since its implementation in July. Some may be considered transitional and can be expected to abate over time as users become familiar with the system, but others are more problematic. There are a number of issues that must be addressed, but it is clear that the most significant problem is that the module used to report and approve time for payroll purposes is proving to be cumbersome and requires an inordinate amount of time at the departmental level. This level of performance is unacceptable.

At its most recent meeting, the HRMS Steering Committee, the senior management group monitoring the system's implementation, identified as the project's top priority the resolution of the major difficulties associated with the reporting and approval of time. To that end, I have charged a group of representatives of the HRMS team and the Payroll and Human Resources Departments, an operations auditor from Internal Audit, and staff members from user departments with the task of performing a detailed analysis of the time and labor problems and recommending both "quick fixes" and long-term solutions to these problems. I am asking that these recommendations be completed within a month. This group will be consulting with a broad range of departments to gain a thorough understanding of the manner in which departments are processing payroll information.

The group will make immediate operational recommendations where these may be helpful, and recommendations for changes to the PeopleSoft software and central processes may result. Their work will not be limited to time and labor issues, but that must be the main focus at this time.

The PeopleSoft system has the potential to be a powerful tool for improving service to the University's faculty and staff and providing information to departments, but its functioning must be stable and not be burdensome to the user community. The initiative described above is meant to move us closer to that goal.

We ask for your continuing cooperation when called upon by the group and extend our thanks for your cooperation and patience during the entire process.

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II.

Experiences of Departmental Administrators

Of the 187 people responding, 116 people have written in regard to the administration of the new payroll system at the departmental level. Nearly all of this feedback is negative, most of it strongly negative. While many of these reports come from rank-and-file faculty who describe the experiences of their departmental administrations with this system, the bulk of these reports come directly from administrators, chairs, directors, and supervisors.

We have heard directly from the administrators, chairs, directors, and supervisors of 60 different departments from every corner of the university. In addition, we have heard from the supervisors of several laboratories and the directors of many clinical practices. Of the 60 departments and units, 31 are in the College, 4 are in the Eastman School of Music, 21 are in the School of Medicine and Dentistry or in Strong Memorial Hospital, and 4 are in the School of Nursing. All of the laboratories and clinical practices that made reports are located in the School of Medicine and Dentistry or in Strong Memorial Hospital.

Of the 60 departments reporting, 56 report that their experience with this system is negative. Just 4 report that their experience is neutral or positive. All of the laboratories and clinical practices report negative experiences.

We identify some departments in the comments below, when naming the department seems to provide especially useful context for the comments. In most cases, though, we leave departments unnamed.

General comments by departments with positive or neutral experiences

---------- "As the administrative assistant in [a College department], my experience with HRMS has not been too traumatic to date. Other than the expected aches and pains of learning a new system, things have gone rather smoothly. It would have been nice, though, to have had some hands on training before going live. Also, confusion surrounding how to process Graduate/Postdoc Appointment and turnaround forms (506s) has been a little troublesome. It took me a week to figure it out--through trial and error and calls to the Service Center, the College Graduate Dean's office, and other colleagues. But, I think I have a handle on it now."

---------- "After a few glitches in the first week, and a misunderstanding on my part about how to interpret the way our retirement funds are now recorded, we/I have had no problems."

---------- "No problems from my end in [administrative department] at the Medical Center."

---------- "No disruption of management that I am aware of" [in clinical department at Strong].

Additional positive comments about HRMS Service Center

---------- "I'm very impressed with the Service Center during this transition. The reps have been extremely patient, professional, and courteous. They have been extremely helpful during a stressful time for all."

---------- "I must say that the people manning the HRMS Service Center have been extremely helpful each time I've called."

---------- "On the positive side, the people in HR and Payroll have gone out of their way to be supportive and helpful."

---------- "The River Campus HR office has been great to work with. [Two persons named] have been wonderful in trying to find out what is going on and fixing it."

---------- "The employees in PERC & Payroll are very stressed and are trying their best to help but the system is not easy for them either (there is no 'finger of blame' pointed at PERC staff)."

---------- "On a positive note I have to commend the staff of PERC and HR department because despite all the problems and headaches that have fallen to their department, they have been calm and helpful in making corrections."

---------- "The HR reps have been very friendly and helpful when you do ask questions."

---------- "It should be noted that the staff in both the Service Center and PERC have been very cooperative in providing information and in attempting to resolve some of the issues."

Comments by departments with negative experiences

These comments are extensive. We have identified the following main categories of concern:

A. Enormous time burden compared to previous system, disrupting normal work.

B. The computer system is unstable, slow, and often down at critical times.

C. The system has compatibility problems with Macintosh computers.

D. Input and approvals are poorly designed, time-consuming, and force many repetitive steps.

E. Clocked hours are unreliable, inflexible, demeaning, and demoralizing.

F. System cannot accommodate longstanding compensation practices for student employees.

G. Complications ensue when two departments or accounts are involved for single employee.

H. Time lags cause serious impediments to input and approval of hours—and extra work.

I. There is no easy way currently to view summary information.

J. New forms are more cumbersome and time-consuming than old forms, or can't be printed.

K. Many report random patterns of overpayment, underpayment and non-payment.

L. Many report concerns with responsiveness and accuracy regarding HRMS and PERC.

M. Recruitment design is rigid and unresponsive to departmental needs.

N. Some suggest concerns with security and privacy.

On the following pages, we offer examples from the e-mails and reports we have received to illustrate the specific nature of these concerns.

A. Enormous time burden compared to previous system, disrupting normal work.

---------- "Faculty and secretaries are now acting as HRM without any compensation in money or lost time. The amount of time lost to anger, frustration and discussion on this system cannot be underestimated. We were not hired to do HR and dealing with these issues detracts from what we should be doing---teaching, research and seeing patients."

---------- "The changeover to the HRMS system has been extremely time consuming and frustrating. There is too much to write down, but a few examples. The University wants to reduce their budget in service areas, but this is increasing the workload to department far too much. Payroll use to take 5-10 minutes total, now it takes days."

---------- "The NIH is now paying me as a research faculty to administrate my payroll. This is in addition to the 30% of our grant that the NIH is paying for administration costs. I don't think this is ethical. I also haven't had time to check my payroll as I went from monthly to bimonthly and then will go back to monthly this month (I was earning 50,000 at the time I was switched to bimonthly). I just hope it is OK, but I can't rationalize taking time to figure it out and load it in when I have a grant due. This is not what the NIH pays me, or those I employ to do."

---------- The Department of Physics and Astronomy, in the College, reports: "From a time standpoint, I have spent about 150 hours the last eight weeks on payroll. The staff as a whole has probably spent around 400 hours learning, communicating and fixing problems with different people's pay, since July 1st. Many problems have gotten fixed before individuals got their pay checks, so they were not aware of the problems."

---------- More from the Department of Physics and Astronomy, in the College: The new payroll system "is a disaster. Here are some specific facts: . . . Much of our staff has not done their normal jobs due to this system (e.g. the PAS library has not gotten around to putting books on reserve since they spend their time with data entry for their employees) . . . Besides the learning curve, the new system will take real resources away from our Department. If HRMS saves money, we need to increase support for the Departments to allow them to cover the increase in load . . . The system is geared towards the hospital, and not designed to deal with RC. The number of people assigned to payroll on RC has changed from 3 before the system to 1 after the system . . . I have asked our staff to get me a number of FTEs that will be required to work with this system (data entry, etc. and tasks that will occur on a monthly)."

---------- Department of Medicine reports: "Conservatively, it is estimated that the new HRMS system has increased the payroll processing costs of 4 of the 13 subspecialties by $16,800 annually. These costs are generated by the incremental work required by staff under this new system; slower data entry, generating PAF's, fixing various problems and the very slow system response time . . . Administrators believe they must hire full time employee to take care of the payroll . . . 15% - 20% time plus to input and approve 150 staff . . . Grants management work suffers due to increased HRMS time commitments . . . Must down load resumes instead of receiving them from HR . . . Part time AA hired, payroll being a portion of her job, but not the 30% that that is now taking . . . Cardiology uses all methods of collecting time: prints timecard for web clock; email hours from Cardiology staff and then enter data; swipe system; punch card. All these times have to be reviewed and approved and they are on paper. Paper time card has to be printed out before any approvals can be made. Enormous amounts of paper reports are now being created. Cannot use system to see everything—vacation, PTO banks."

---------- "As director of a lab that employs five technical staff, I feel that the new system adds unnecessary busywork and annoyance to a procedure that was running smoothly before."

---------- From a student affairs office in the College: "We currently have over 75 students working for us, some with more than one job in our dept. as well as jobs elsewhere on campus. We are connected to the KRONOS system which allows students to swipe in their hours from their student ID on a badge reader. The first pay period (8/22-9/4) was extremely time consuming, as hours needed to be edited and some entered as well as approved Tues. morning (9/7). I found myself coming in Labor Day for 5 hrs. as well as staying late several evenings the week before. Of course, my primary concern was getting the students paid but the extra time involved in trying to figure out what dept. a student's swipes are attached to if I don't see them in our dept. is an issue which I feel needs attention." Attached to this e-mail are six other e-mails relating to the case of a single undergraduate student who had earlier worked in another department.

---------- "As with any new system, I expected a learning curve, I expected some bugs and I did expect my work would be slightly disrupted, but the new system was way more disruptive than I imagined it would be."

---------- "There are problems with the processing from a computer standpoint. Once we put time in for a person, or put in vacation time for a person, we have to wait until a process runs that then

updates all the information. On deadline days this can take 45 minutes or 3 to 4 hours. We never know how long and have to keep checking to see if our data has been posted yet, then we can approve the person to be paid. Therefore you can not do the job and be done in an hour, like in the past. This is especially troublesome, because of the interruptions that our staff have during the day. Often a professor or grad student comes in and wants to be helped and they are in the middle of a process, so they stop and help the person, only to realize that their screen has timed out and the item was not saved or they do not know what person they were on. Then they have to go back and reconstruct which step they were on. In order to avoid these issues staff have been coming in early or working on the weekends in order to accommodate this need for quiet time while data entering."

---------- "I concur with others opinion that this new system is indeed a burden and disruption to clinical care. In my particular case, adopting said system has added yet another task and responsibility to my already overtasked day. Furthermore, the constant instances on 'downtime' with the system serve only to further complicate matters."

---------- "Using this system certainly does disrupt normal work flow because of the time required to complete the process."

---------- "There is no question that the implementation of the new HRMS system has cost my staff many hours of extra time and effort to learn about the system, rectify errors and apply the new system for normal operations . . . In the initial changeover period, two administrative assistants (50% of our total staff resources) were occupied for a full week, working approximately 10 hours a day. Since then, the effort to report and approve employee hours has taken an additional 6 person hours per week over and above previous workload. This appears to be an ongoing, incremental load on my staff brought about by the reporting requirements of the new system."

---------- "I believe the new system has serious disadvantages that override any potential advantages that it may have. The time sheets are incredibly and unnecessarily labor intensive. The new payroll system puts a very high time burden on the individuals in our office . . . I am convinced that the system needs to be streamlined significantly. As it is now, the new system has put a new and unacceptably high burden on our regular staff, yet it cannot be delegated to office helpers."

---------- "The system is wasteful in its requirement that faculty and staff have to devote time to keeping track of hours and pay, in a way that is more time-consuming than it was previously. From the point of view of a busy clinical practice, the system disrupts work that needs to be done urgently and adds time to already long days."

---------- From a research administrator in the School of Medicine and Dentistry: "I do spend more time on payroll than I did before. When we used the blue time sheets all the information was there and it was a matter of transferring from the time sheets we gave out to the Support Staff. That took approximately fifteen minutes a pay period. Now, I am in the system daily to either enter elapsed time or approve the time for individuals from the day before. Some individuals who do not have enough vacation or sick time make it difficult as when you approve their time you don't see how much time for vacation of sick they have. I have to run the time report sheet and check that before approving. I really can't complain as I have a small department to report punch time and elapsed time. I can't say it is taking up my time where as I am not getting my day to day work done. I will say I spend approximately ½ hour a day on HRMS but as I said before I have a small department to deal with reporting time."

---------- "I am wasting/using the equivalent time of about one full day a week on these processes as they were set up to work. The software that was purchased is a time-intensive method at best, if it worked properly."

---------- "Our division administrator commented on several occasions that the new system had severely disrupted the things that she was trying to get done. Several important tasks were delayed in completion, and the new system seemed to be in the blame for at least part of the problem."

---------- "We have been experiencing the same time consuming difficulty with the new payroll system as have many other Depts. We're a small Dept. by comparison yet the new system seems to foil us on many counts. We have yet to have smooth sailing. What used to take minutes, now takes literally hours of our time (in the system, on the phone and making trips to hospital to correct errors). We've had everything from people being paid for one week instead of two, checks being issued for $0, people who left 3 years ago receiving checks, to forms sent, but the data not put into the system. Needless to say, it has been very frustrating . . . My opinion-- system was put into place premature."

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---------- "I find it disruptive to my already stretched routine to remember which week it is and whose time I have to approve."

---------- "I keep having problems with missed hours and staff not getting paid. Then it seems like it takes several cycles before they get paid (I'm waiting on 3 cycles on one staff member now) . . . System is not easy to navigate. We also have to have more people involved as time keepers, approvers, etc. than before. Prior to this system, my need for involvement was close to zero."

---------- From the director of a student affairs office in the College: In her thirty years of work at this University, I have never seen our administrator "as upset as she has been by this system and that is why I encouraged her to write to you. I am also meeting with her and HR to try and resolve some of our problems before the next payroll cycle."

---------- From a College science department: "Thank you for your time and I hope this all resolves soon because it is certainly impeding on the work day and becoming almost a 40 hour a week job all on its own."

---------- "At this point I can find no other ways to reduce the time spent on payroll. Unless there are changes made I anticipate spending 1 to 2 days per biweekly cycle on payroll. I feel this is added workload but it's important that our employees get paid... what choice do I have?"

---------- From another College science department: "I did not reply to your original email but had contact with [person in Human Resources] because my Administ. Assist., who is our department approver, was so upset with the problems she had been having. I had asked her to reply to you but she felt that it wouldn't do any good . . . The system is so very cumbersome and doesn't make sense for the most part."

---------- "Our staff are frustrated and can only deal with bandaids to the problems that have been caused."

---------- "The peoplesoft system, when it is not down entirely, is slow and cumbersome. To do a simple reallocation of salary now takes about one-half hour to forty five minutes, whereas it used to take only about 5-10 minutes . . . [Our departmental administrator] spent an enormous amount of time before July 6 by staying nights way past 5:00 and since July 6 has spent at least 95% of her time (as well as time past her normal working hours and **NO** summer vacation) on this system. She is more cognizant of how it works than many of the people from HR who have manned the rooms to answer questions."

---------- "I 'employ' one clinical research coordinator and before this system was implemented I would sign a little piece of paper approving her hours every 2 weeks. Now I am inundated with e-mails, attachments, a wealth of information 99% of which is irrelevant to my activity (in order to determine that it is irrelevant I have to spend time reading it; if I postpone reading it my limited e-mail box gets filled--along with other unsolicited bureaucratic e-mail). This is a latest in a long list of bureaucratic 'improvements' that hamper clinicians and researchers in their attempt to focus on the substance of their work."

---------- "The new HRMS payroll system has very badly impacted our Unit. We are almost totally supported by research dollars and we fund our operation on grants and contracts. Since July, [two departmental administrators] have been spending a large percent of our time taking care of payroll issues . . . Our Unit has 155 employees so this system is nothing small for us. I would say that the two of us have been spending 20-25% of our time on HRMS issues. This takes away from our need to review ledgers, respond to NIH financial issues, prepare reports with ORACS, and help with grant preparation and submission. Also, we have received no funding from the Dean or the Dept. to take on these extra duties and I would say I will definitely need to hire a new employee to handle HRMS. Who will pay for this???? . . . I was not hired to be a payroll clerk and it is getting very difficult to cope with this system."

---------- From a research department, in the School of Medicine and Dentistry: "Before the new system, [one person] took care of the Payroll herself. Now, [three of us] are involved with this process. The majority of our people are turning in their paperwork with their hours. However, there are others who we must 'chase' to get the information we need. If [one of us] has a grant deadline, I must stop what I am doing and work on approving Payroll because of the deadlines . . . . More time is being spent by the dept. office on payroll now than previously, and that doesn't include the extra time spent by faculty and employees."

---------- Especially in the early weeks, "large blocks of staff time were diverted to damage control. Our administrative assistant that oversees graduate student stipends sunk a lot of time into both helping the students through numerous problems and helping the accountants sort out how to handle student payroll, which didn't fit any of the PeopleSoft templates. For several weeks, our Department administrator and accountant were constantly wrestling with a steady stream of problems. But I must say, this was pretty much expected. And our staff was hanging

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in there under the assumption that trouble at the outset was inevitable and eventually the new system will be an improvement. The former proved to be true; hopefully, the latter will also."

---------- The Mt. Hope Family Center reports: "Thank you for trying to ascertain how the new HRMS system has impacted upon departmental functioning. As an 'off campus' facility, Mt. Hope Family Center has been significantly and adversely affected by this new system. The work demand exceeds current staffing capabilities. In essence, staff have been required to take on a huge new responsibility, which has been superimposed over an already heavy work load. The errors that have occurred have been problematic not only with respect to time demands, but also with respect to increased stress and decreased morale for staff. Moreover, because it has been impossible to meet reporting requirements in the standard work week, we have been forced into a situation requiring overtime payment in order to meet time demands. Obviously, this also impacts upon our Center budget . . . The HRMS system has required daily use by two members of MHFC since 7/6/04, and on at least 5 occasions they enlisted the help of up to 3 other staff members simultaneously. The additional time and labor involved in posting time, approving time, and correcting system and human error has seriously detracted from staff member's other duties and responsibilities.   Our staff attended multiple training sessions and also took advantage of the open sessions during the 1st and 2nd weeks after the system went live."

---------- From a research department in the School of Medicine and Dentistry: I will do my best to convey "the enormous time and $$ drain this has been" for our department. "Responsibilities, once held by the human resources department, now have been shifted almost 100% into individual departments."

---------- From a College humanities department: "Just to inform you that most of my month of July has been dealing with new HRMS problems for our department, i.e., grad students getting extra pay, checks going to the wrong building, etc."

---------- "I am a program director. HRMS has been a huge waste of my time . . . I supervise one person who in turn supervises about 18 others, going all the way down to line staff. I am ultimately responsible for them all, but since I need to use HRMS only seldom (for the one monthly person) it is difficult to remember and I've had to build a whole system (reminders in my schedule) to remember it. If I my supervisee is out, I have to be aware of that and figure out whether there is anyone else in the chain of command who will need HRMS entries on that day.

That hasn't happened yet, but I envision making several phone calls to figure it out when it does happen."

---------- "This system stinks. It absorbs a lot of secretarial time for which we have no additional secretarial help, gives bad outcomes by default and requires 'fixes' to get the right result, and is rigged to favor paying employees less, while requiring pre-emptive action to reward them for additional work . . . The instructors did not know the system . . . I would like to see the whole thing reversed."

---------- "I am responding to your request for feedback on the new HRMS system. I represent the Strong Health Center for Primary Care. We have administrative offices at Corporate Woods and 13 practices in the community utilizing this new system . . . The managers here and in these offices have found an increase in the amount of time they spend completing the payroll process ranging from doubling the time to quadrupling it. Most managers state that the process previously took 2 hours and now takes 8 to 10."

---------- "First of all, I and a lot of other people certainly appreciate this timely request for feedback. At the moment, it's hard to know what to attribute to changeover bugs and glitches, and what will be continuing issues . . . The chief difficulty seems to be the extremely time-consuming bookkeeping required for hourly employees. Not an issue yet in our department, it will be very soon, and I know in other departments it's a big and costly headache. We've had problems with deductions, and with tracking down charges to invalid ledger numbers that takes our AA a very long time to track down and correct. There have always been occasional issues but the number has recently multiplied . . . I shudder to think of all the person-hours that have been eaten up by this, and will continue to be. Determining which emails to ignore or delete or read of the 80 or so I've received (only an estimate) since late June has been the least of our problems."

---------- "The new payroll system is overwhelming time consuming. It is not efficient, fast or streamlined. Approving payroll time and running the necessary reports for 20 faculty, 48 graduate students and 10 bimonthly employees adds an additional eight hours of work each pay period to an already full schedule. The University benefits from this new system but not the employees . . . The University has found a way to eliminate the responsibility that PERC handled in the past (saving the university money) by implementing a new system that dumps responsibility for payroll into the laps of the department's administrative staff. An employer as

large as the University of Rochester should out-source its payroll if it cannot handle the responsibility of a large payroll itself. I was not hired as a payroll clerk! The new system has forced me to spend my valuable time doing data-entry work which has resulted in my other duties getting seriously behind schedule."

---------- From the Department of Environmental Medicine: "The system did not get off to a smooth start (namely, many hourly employees not getting paid at all or not getting paid correctly), but as we have progressed through the learning curve, things have improved in that there have been fewer errors with paychecks. However, there are still some issues with the system; namely, the added burden that has been placed on departmental staff which used to be a Payroll (PERC) function . . . Previously, we had one administrative assistant in the department collect time sheets from staff, transfer the information to what were called 'blue sheets,' and I as the administrator would review and approve them. The Admin. Assist. would spend at most an hour every two weeks to meet a payroll deadline (for bi-weekly) and less than that once a month when it was the monthly payroll deadline. I would spend at most 15 minutes reviewing and signing the blue sheets which the AA would then deliver to the PERC office. With the new PeopleSoft system, we have had to split the payroll duties between two admin. assts. to keep up with the inputting of time for hourly and exception time for semi-monthly. In addition, we now have three payroll deadlines (bi-weekly hourly, semi-monthly, and monthly); we used to have two. I would estimate the two admin. assists spend approximately three hours per week to remind staff for their timesheets and input it into the system. I now spend at least one-two hours per week for hourly payroll approval, at least one hour every two weeks for semi-monthly payroll approval, and about one half hour for monthly approval. I have not had time to calculate the cost in dollars this has added to our department, but can say that the extra effort spent by all of us on payroll takes time away from our normal duties of grants administration, account reconciliation, graduate student programs, etc. We hope to eventually divide our department into smaller payroll units so that there are more approvers and employees can enter their own time, but that is a slow process to accomplish."

---------- From the chair of a social science department in the College: "I am not happy with the sheer volume of e-mail that comes through to me and the departmental administrator . . . concerning timekeeping. It seems fairly clear that the administrator is required to invest far more time in this task than was the case before. There might be time-saving in the aggregate, but at

the moment it is coming at the expense of our departmental administrator, whose job description has expanded."

---------- "Concerns with 'information overload' and also since people are not familiar with the system, it's very hard to understand email messages and how they pertain to your environment."

---------- From the Institute of Optics, in the College: "We at the Institute of Optics support the University's move to this new system, but do believe the concerns are quite relevant. My personal workload has increased tremendously due to the HRMS system, as has that of other staff at The Institute. The disruption in work flow should be a definite cause of concern. The burden of the increased time required by this system, at least for that which has shifted to the departmental level, continues to be quite stressful."

---------- "A quick synopsis for [department in the Medical Center] would be that for two months prior to and the ensuing months since institution of the new Peoplesoft system, approximately 25% of the Departmental administrator's time has been taken up by attempting to correct payroll problems (and might I say here that the operative word would be 'attempting' since finding someone to deal with the weightier problems such as faculty in the senior faculty associates program who are receiving TAR payments has pretty much met with at the very best 'I don't know' to an almost indecipherable email from the Director of HR to a retired faculty) as well as additional time spent downloading and printing PAF forms and additional time spent when doing reallocations with twice the amount of paperwork now needed; the AA in the department who had payroll as <u>one of her job responsibilities</u> now is the 'timekeeper' for the . . . department. For the two months prior to and the ensuing months since Peoplesoft, 95% of her time has been devoted to the new system. This is essentially a loss of one FTE in the department which we cannot replace and thus, the 95% of her work has to be picked up by the other FTE's in the department who already have their own job responsibilities . . . The department has essentially lost 1.25 FTE because of the Peoplesoft system. We cannot replace the FTEs lost and thus the workload has increased for everyone else in the department without our being able in any way to compensate for this increase in work load. We can give compensatory time off but because of the increased work load this is almost impossible. Combine this with the fact that we have one person on disability at the present time, we are in very dire straights because of the new system and I do not foresee that this will correct itself over time. We no doubt will eventually lose people and the performance of the department will be hurt in the end."

---------- "For the past month or so, our two departmental administrators have been sitting in front of a computer working on this payroll stuff almost exclusively, such that everything else had to be delayed. I don't know if this is only the learning phase or if this trend is going to continue."

---------- "This has been a significant problem in our Department. The first three weeks the person in charge of this task was spending two and 1/2 days getting it completed and corrected. This has come down but is still taking up to at least one full day or her time. We are not happy with the difficulties it's caused in this regard and still don't know the full impact it may have on our overtime payments. Thanks for asking."

---------- "Loss of time of lab personnel while they're struggling to fill out time sheets on system."

---------- "The main problem is that this is reducing everyone's job satisfaction and reducing the time that is spent doing productive work. The costs to the university and to the granting agencies supporting research must be enormous. Eventually, with regard to research, we will pay the price as our productivity is lowered and we compete less effectively with other institutions for federal and industrial money."

---------- "A number of us are sufficiently frustrated with this system to prefer paper accounting as we formerly handled time reporting. The university is losing a great deal of productivity to the demands of time reporting in an uncustomized system more suited to employees doing construction work than to an academic setting."

---------- "This new system is causing me to devote considerably more time to reporting hours for my office employees as well as causing them to take more time to report hours to me."

---------- From a library director: "Thank you, thank you for taking up this cause . . . It used to take me 5 minutes a month to approve time, if I signed my name very slowly. It now takes me several hours, including phone calls, emails, etc. My staff supervisors are spending a minimum of an hour every day entering and approving time. This does not include the additional time they spend every single pay period straightening out paychecks for their students. Frankly I am going to have to either hire more staff to accommodate the extra work load or stop doing something, which will have a direct impact on students and faculty . . . Did I also mention all the hours we wasted going to mandatory training sessions? The time I've spent putting three different payroll dates (hourly, bimonthly, monthly) on my calendar? The time spent making printouts so I have a

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hard copy record of what I've done? I'm starting to build big paper files again. How retro is that?"

---------- "Using this system is very time consuming. The last pay cycle took me 9 hours to approve largely because the system updates every 2 hours instead of a more reasonable time frame. When we used the Kronos system payroll was processed within 2 hours and was reviewed for correctness by 2 people during those 2 hours. Current payroll processing is not reviewed by a second person, we simply cannot sink more time into this . . . Another point to note is that, after approval, we have been instructed to return to the system and verify that the approved time is at a completed status in the system. This status is not updated until 1-2 days after approval. Therefore, even after I'm done with a payroll cycle I still need to spend 1 hour verifying approval!"

---------- According to her department, efforts by a laboratory supervisor to correct her paycheck have "led to significant loss of work time spent sorting out these issues, which she made up for by working longer hours to get it done . . . Not the most efficient way to run a lab."

---------- From a College humanities department: "The HRMS implementation and the changes in how time is tracked and approved has been a major disruption to the whole summer . . . Time I needed to use for other work (such as recruiting new faculty and the new secretary, changing some of the course schedules, etc.) got preempted into sessions for learning HRMS and trying to assist my faculty in understanding the system and how to manage benefits etc."

---------- From the Center for Oral Biology: "Overall we estimate that we are spending approximately four times longer to process payroll for our Center with the new system . . . Our hourly payroll consists of approximately 18 staff members. We are not using the web clock for each person to enter their own time but are instead having administrative office staff do this. We hope to move to the web clock in the future and this may help expedite the process, but for now we are spending approximately 4 hours every two weeks when it used to take approximately l hour . . . Our semimonthly and monthly payrolls are taking much longer as well."

---------- From an administrator in Microbiology and Immunology, in the School of Medicine and Dentistry: "In addition to my time, [another departmental administrator] has spent nearly 95% of her time on the Peoplesoft system since well before July 6 and this has not diminished in the ensuing two months. This means that I have essentially lost a Full Time Equivalent in the

Microbiology Office, which means that the rest of the FTE's have to assume the work load. I've spoken to other administrators who have the same complaint."

---------- From the Economics Department, in the College: "We have had numerous problems which don't seem to be ending."

---------- "We have moved to the new system in [our department at the Medical Center] and have found that it requires substantially more time of supervisors to complete all of the 'approval processes.' It has added another burden to supervisory staff that takes time away from other responsibilities, especially for laboratories funded exclusively by research dollars."

---------- "We have had a tremendous amount of difficult so far with this system. It appears quite 'unstable' and has been a source of great frustration and a tremendous amount of extra work for our administrative staff."

---------- "Thanks for bringing this up. The rollout of the new HRMS system has consumed countless hours of our program administrator's time and other staff time . . . We view [the system] very negatively."

---------- From the director of a student affairs office in the College: "We have experienced widespread problems with the new HRMS system. The problems have absolutely disrupted the normal work responsibilities of many members of my department. We have attempted to understand how the system works, and have made some progress managing the payroll process, albeit very slow and difficult . . . The staff hours involved with interacting with the system, identifying errors, and trying to correct the errors have been enormous . . . I have a concern for the morale of my staff and their ongoing confidence in working with this system. My best people have been impacted the most and, at times, I am feel at risk of losing them over this work issue."

---------- "I have certainly been aware of my laboratory supervisor and department administrative people having to spend considerably more time working on payroll issues with the new system than with the previous method. If this new system is saving someone time it is certainly not at the department level. It does however appear to be increasing the level of frustration for many."

---------- "The numerous emails announcing instructions, adjustments, deadlines, problems, etc. concerning the system became overwhelming. I much preferred the old system."

---------- "My department secretary (who has left for a better-paying position) found it disruptive and time-consuming."

---------- "The new system has been very disruptive and has been a considerable time drain on those inputting information. The system is not flexible enough to be responsive to realities for research assistants' schedules."

---------- "The new system . . . has merely shifted a burden of responsibility to our already overworked departmental administrators."

---------- From a science department in the College: "It certainly has added to my workload and disrupted the way we do business. Staff time has been shifted to deal with the problems of how to pay our undergraduate teaching assistants. The HRMS is not flexible and no one seems able to make reasonable decisions to solve immediate problems . . . I understand the reason for the system--have employees do more work for the same pay. We can only complain or seek a job elsewhere. What I don't understand is how anyone can imagine introducing such a system university wide without substantial testing on a smaller scale or getting real input from departments and programs."

---------- "I feel that the University has found a way to eliminate a responsibility that PERC previously handled, (thus saving the university money) by putting in a new system that forces each dept. to be responsible for payroll!   I think that a place as large as the University of Rochester ought to out-source such a large responsibility, and not put it on the secstaff of individual departments. I am not a data-entry clerk! By using the new system, I am spending several hours per week, doing data-entry work, and have to let other responsibilities get behind, because of the tedious and time-consuming data entry work of student payroll."

---------- "We have experienced difficulties, including a real drop in morale (secretarial staff feel that they are being watched and can't be trusted), many, many errors in payroll (not enough deductions, too many), the hassles of checking hourly folks (sometimes it takes days for an employee's hours to appear). I know that one of the sec's has spent numerous (4-5 hours) during a couple of work weeks trying to fix her hours to represent what she actually worked, an obvious cut of productivity by 15 percent, but worse, a cloud of frustration over the entire work week. And while I share the time-checking responsibilities with [a colleague], this task--even if it worked perfectly--should not be part of our duties."

---------- "I wonder how much response you'll get from your forum message. I started to write a report of how I am mildly inconvenienced as a supervisor by an organizational problem that completely disrupts others' work (the secretary of my large department is still acting as

timekeeper for the entire regular and student staff). Then I deleted my half-completed message because I'm aware that HRMS is fully aware of the problem and struggling to resolve it, but overwhelmed by other more serious problems including system bugs that are causing financial havoc (25% of the department student funds for the year were spent in the month of July due to bug-generated overpayments of certain students), and because I assume they don't want the problems aired . . . Our department secretary has hung a sign on the staff room wall with a smiley face saying 'People Soft: Hit Here.' I actually think that that's an unusually appropriate response to what's needed in the situation!"

---------- From a College humanities department: "Working with People Soft has taken more of my time than necessary. If it worked, it might have been easier. On a daily basis I spend about an hour in the morning and the afternoon making sure everything is correct . . . If I do not look at it daily, I worry that I may miss a problem that will crop up."

---------- "My experience so far is that the system is terribly cumbersome and error prone. A few specific comments . . . Our administrator that enters the time reported that the training sessions were not helpful, managed to figure it out in part by trial and error and in part by repeated phone calls for help. It still takes her an inordinate amount of time . . . The system is so cumbersome that when [our administrator] was out for a few days, she was unable to quickly train a backup."

---------- "I direct a clinical operation and a research laboratory. In both areas we find the new system to be cumbersome, time-consuming, and distracting. The clinical laboratory supervisor spends hours each week finalizing the payroll. The staff in the research laboratory is expected to submit their time in duplicate due to problems with the system. We have no evidence that we have benefited in any way from the new system. The staff in both areas work just as hard, perform at the same high level in a dedicated and professional manner, only now they have the added burden of dealing with the new HRMS system. I would welcome an evaluation of the new system in the hopes that it would lead to a modification that would accommodate the needs of a research environment and alleviate the burden it places on our extremely busy and efficient clinical laboratory."

---------- From a College science department: "The new system is a huge pain."

---------- "As the payroll administrator for [a department in the Medical Center], it has been very difficult to complete my other work in the department. I have on numerous occasions since the implementation had to take work home because payroll takes twice as long as in the past."

---------- "As a faculty member, I am responsible for approving times for my technician. I have one secretary that is shared by 8 other faculty and she serves as backup for approval of everyone we pay. Nonetheless, I and the other faculty are always worried we forgot to check off our employees. I don't believe that human resources was in the faculty job description . . . My secretary estimates it takes 1- 4 hours per week to approve and/or confirm that everyone has been approved. The system works too slow and she needs to re-enter it every time a change is made. Again, our secretary's job description did not involve human resources and she definitely has less time to help us."

---------- "Yes, this is disruptive! Before I just signed time sheets for students and hourly employees and I just assumed my salaried employees would be paid . . . Now, if I don't salaried employees every 2 weeks, their paycheck is in jeopardy. Furthermore, I can't just approve everyone at the same time, I have to keep track of illogical dates for two classes of employees.   I can't run time cards for everyone at once, I have to do each person separately. All this is a colossal waste of my time and energy."

---------- "Our staff seem to be spending a lot of time on this. Since we are a busy Primary Care Practice, I know the time could be better spent helping us take care of patients. The staff are not very happy with the new system."

---------- "I'm sure [others in our department] will be able to speak to how it 'disrupts normal work responsibilities'—I know their struggles with it disrupts MY normal work responsibilities—not trying to be funny here. Seriously, the number of times that they are in there trying to make it do what they need to do is ridiculous—a learning curve is expected but it seems like there is constantly problems with it—system isn't working, or it's not at the corresponding dates when you log in. As a salaried person, thank god, I only need to go in every 2 weeks. What's irritating is that you put in your time, and then you can't even print it for a few hours. And we are reporting in advance so it's not terribly accurate. Quirky things too—like when you want to print a week's time, you get a box that says 'enter beginning date of the pay period'—but instead, in order for it to work, you have to enter the last date of the previous week—annoying."

---------- From the Department of Athletics and Recreation, in the College: Under the old system, we hired 312 students in 2003-2004, under or within 12 different job codes. To report hours for staff, we used pre-printed blue sheets. For students, we used the 220 Extra

Compensation form, time sheets from each supervisor, and an internal, stand-alone time clock. Under the old system, "all student times were verified by each supervisor, Excel spreadsheets were created for input of student hours (total per day, not in-out, etc.), time sheets were then submitted to PERC, on payday the checks and stubs went to students' CPU boxes, and, to verify pay, we looked at the cum salary report. For staff payroll, time involved was about 1-2 hours every two weeks. For student payroll, time involved was approximately 1-2 hours every two weeks." The new system is "very time consuming and cumbersome to work with." We are hiring over 300 students. "The first pay period of PeopleSoft hours were entered for 40 students working 35 hours/week—rapid time entry—took two full days to enter. This is VERY TIME CONSUMING . . . To verify a student's time – reports are run near end of pay period which is also very time consuming . . . Overall, the system has proven to be too difficult to navigate and time consuming to use. The new system has taken a great deal of time away from other work. Because it is payroll, this must come first. We don't believe this is just the learning process. We are concerned that the time needed to process payroll could continue to unnecessarily consume our work time . . . We recognized some deficiencies in the rollout of the system, and clearly training is an issue. However, the issues with the system seem to go way beyond training. We have had a great deal of difficulty navigating the system and producing forms and reports. The system does not seem to allow us to process payroll in a timely fashion, or ensure that our staff is paid correctly. This is so fundamental to our responsibilities as a department, that the PeopleSoft 8 system, instead of facilitating our work, is undermining it in critical ways." ---------- From the Department of Chemistry, in the College: "Once the learning period is over, we are still estimating that it will take the timekeeper **triple** the time to do payroll each month."

B. The computer system is unstable, slow, and often down at critical times.

[A sampling of recent official notices on this subject]

---------- Official notice from Marcia Furey (Manager, Office of Human Resources) at 12:02 p.m. on Monday, September 6: "Hello all - Finance has asked us to inform you that Time Admin will be kicked off at 10 am this morning. Please have all your approvals completed as soon as possible.   Thanks."

---------- Official notice from Marcia Furey (Manager, Office of Human Resources) on Friday, September 17: "The HRMS Project Team will be working on the system tonite, so it will be unavailable at 6:00pm for about 1 or 2 hours to fully resolve the problems encountered this morning. Please let me know if you have questions. Thanks."

---------- Official notice from Marcia Furey (Manager, Office of Human Resources) on Sunday, September 19: "ITS experienced a problem preventing some swipes from being sent from Kronos to HRMS Friday (9/17) and Saturday (9/18). The problem has been resolved and the swipes are now in HRMS . . . If you edited time within the last few days for employees that swipe badge readers (Kronos), please review it to ensure that duplicate time has not been reported to avoid overpayment . . . If you are still experiencing problems, send an email to HR.Project@rochester.edu <mailto:HR.Project@rochester.edu>."

---------- Official notice from Timothy J. Eldred (Manager, HRMS) on Monday, September 20: "The HRMS Project Team has advised us that the Time Administration processor for the HRMS system has been running extremely slow today. As of approximately 3:30 PM today, we have over 5,000 rows of time input yet to be approved and believe also that not all time has yet been submitted by department timekeepers; by the originally scheduled cutoff time of 5 PM today. In an effort to ensure that all appropriate and accurate time is approved for this pay cycle, we are extending the cutoff for approving time to no later than 10 AM, Tuesday September 21, 2004."

[Feedback from staff, administrators, and faculty]

---------- "In working with the system when putting in hours for multiple people (Rapid Time Entry) it is very slow. There is not way to work fast in the system – you have to work at the system's pace. IT CAN TAKE HOURS TO DAYS TO ENTER TIME DEPENDING ON HOW MANY YOU HAVE. Then – if there are corrections to the time, you have to go to weekly punch time to make the changes – another example of exception to the process."

---------- "Spends time calling Service Center or retrying when nothing at all can be done because it's a system problem."

---------- "It is often impossible to even log onto the system 1-2 days before the approval deadline; the system needs to accommodate the number of timekeepers who are using it. Once successfully logging on during busy times, there are delays between screens, making the process even more time-consuming and frustrating."

---------- "System is slow, kicks you out. 8/31 it took one administrator 1 hour to input and approve 6 staff members because system kept kicking her out."

---------- "The constant instances on 'downtime' with the system serve only to further complicate matters."

---------- "The new system has been very unsatisfactory. Much of the time when I have tried to access it, it has been down . . . My lab tech has had even more problems. Our department requires that technicians submit a printed copy of hours worked in a timely fashion and he has had all sorts of problems. First, the system is often down and he ends up handing in the printed copy late because of it. Second, sometimes it won't print out a copy for him and he has to phone for help. These aren't the only problems he has had, but I don't remember all of the others."

---------- "Many staff using web clock say they cannot sign in/out. So they manually write down their time for the timekeeper to input, burden on timekeeper who has other duties besides being a timekeeper."

---------- "The system is incredibly slow. The idea of having everything web-based and no more carbon copy forms is a great idea, but they should have checked to see if the system can handle the number of users. It now takes me at least 10 minutes to print out a PAF or change form for postdocs, staff, and research associates. The system only allows you to enter one piece of information at a time and 'spins' searching to pull up the piece before allowing the next information to be entered. Then once you have it all entered you wait again while it processes the pdf. which gets printed, signed, and circulated as a piece of paper."

---------- "Approving payroll is a little faster than the first time we did it (there were so many logged into the system you had to try multiple times to even get into it)."

---------- "I am appalled at the amount of time the new system is taking. The learning curve is not the problem. My office staff are computer wizards. Waiting for the system takes the time. It took me an hour to get my faculty pay stub last week! . . . Checking in and checking out each day

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takes time so an employee may be delayed 10-15 minutes trying to punch in or out. Time wasted on the job."

---------- "The students and hourly employees who work off-site have to punch in several times because inevitably the system breaks down when they are trying to punch in."

---------- "We have been unable to establish a regular system of time reporting and approving due to the variable speed at which the system processes information and changes information. Also we haven't been unable to establish a set routine to accomplish all task that HRMS requires of the department."

---------- "The system was unable to work with my new computer and updated software. If I had had a previous version, as I was told, it may have worked. They should have had the programmers realize that systems get upgraded regularly and plan accordingly."

---------- "Each type of data entry function requires changing from screen to screen. We have found this time consuming, sometimes causing the system to freeze requiring several reboots over the course of 1 hour. Opening multiple windows was suggested, but it's inconvenient as the window time out after 20 minutes of non-use. It may take 20 minutes to report work and elapsed time and run a time card report for a single employee."

---------- "More often than not, one time punches had to be entered more than once because the system either was overloaded or went down."

---------- "We have had a tremendous amount of difficult so far with this system. It appears quite 'unstable' and has been a source of great frustration and a tremendous amount of extra work for our administrative staff."

---------- "It seems like there is constantly problems with it—system isn't working, or it's not at the corresponding dates when you log in."

C. The system has compatibility problems with Macintosh computers.

---------- "We are a Macintosh shop and don't use IE. The PeopleSoft8 version appears to be set up for PC, with only awkward workarounds for the Mac users.   And it is sloooowww."

---------- "The forms are not Mac-friendly."

---------- "Personnel forms weren't available (especially for Macs)."

D. Input and approvals are poorly designed, time-consuming, and force many repetitive steps.

---------- "Why can't the approval screen be set up so you can click on the hourly worker's name and immediately see their work time and elapsed time? Under the existing system, we must make multiple clicks for the punch time and then for the elapsed time. It would make things much easier if we could retrieve this information directly from the approval screen. Also, it is difficult working with ID#'s rather than names."

---------- "Why is it not possible to create new group ID's so that specific people could be grouped together? Then new Dept ID's would not need to be established. Why is it necessary to approve SYS codes when no hours are reported? Why can we not see Overtime on the Approval Page?"

---------- "At the library, many of us enter and approve student time and we have universally found this system to be cumbersome, time-consuming, requiring us to click on the same series of keys repeatedly to enter information for more than one student, slow, and almost infinitely frustrating."

---------- From the Department of Athletics and Recreation, in the College: "Hourly process for 300+ students. Students can be hired in multiple jobs with different job codes and pay rates. Students now implementing webclock or punch time, through PeopleSoft which is open to error. There are 12 job codes with an average of 15-20 students in each job. Supervisors give [administrator] work schedules. [Administrator] then creates timecard reports for each job. Work schedules then had to be compared to what students punched in. Before any of this was done an exception report was run for all hourly students before end of pay period. This is then given to the supervisors. The reports only have the students' ID# on them—not their name . . . Time Card Reports need to be created for each student who has work to verify time worked. For 300+ students in the Athletic Dept. this is very time consuming. Each student's time report needs to be checked for: Name, Account #, Punch Time, Verify payable time to be correct. Once this is done, they then have to be approved by going to the approval page. It would be much easier if you could approve from the same screen – Time Card page rather than returning to the Approval section."

---------- "Cannot tell if you are successful in approving time."

---------- From the Department of Chemistry, in the College: "System is not user friendly. When reporting and approving time, several windows need to be left open at times to verify

information. Windows often close after a few minutes . . . User often gets closed out of the system for no reason . . . As a default – one can only view 8 employees in a list at a time. This is very inconvenient. The system's default should be to view 100 employees. When one sets the list to view 100 and returns to select another employee, the screen goes back to view only 8. This is very time consuming . . . To avoid confusion and reduce the time used checking on whether or not an employee has been approved, employees that have been approved should not appear back in the approval list until after the payroll deadline . . . When an employee terminates, we were told their name stays in the system for at least another pay period so that the timekeeper can make changes if needed. Our concern is that even if the timekeeper does not approve the employee, a check can still be issued for a salaried employee. (We have a post doc that terminated 7/31/04 that is still showing in the system [as of 9/7/04].)"

---------- "Why don't they have a category: 'No time off requested this pay period'? This would save considerable time on our part and the part of the data processors, not to mention saving a tree!"

---------- "Each type of data entry function requires changing from screen to screen. We have found this time consuming, sometimes causing the system to freeze requiring several reboots over the course of 1 hour. Opening multiple windows was suggested, but it's inconvenient as the window time out after 20 minutes of non-use. It may take 20 minutes to report work and elapsed time and run a time card report for a single employee."

---------- "Difficult for hourly folks to enter time, sometimes it takes 10-15 minutes each time."

---------- "Checking in and checking out each day takes time so an employee may be delayed 10-15 minutes trying to punch in or out. Time wasted on the job . . . It is extremely unreliable and inefficient."

---------- "Another problem with the system, there are so many exceptions to the system, whether changing the account number or change punch time. It is difficult to remember all the exceptions – which were not in the original instructions."

---------- "The system may save time for payroll personnel but it certainly doesn't save time for faculty who have to approve time. First it takes far more time to log in to the system, 'click' through the individual times and then approve them than it did to have your employee give you a time sheet to sign. Is this a wise use of our time? Second, there are not uniform dates to do the approval process so that is something else we have to spend time keeping track of in order to get

our folks paid. The dept of pediatrics is trying to e-mail 'approvers' to give them a heads up that they need to do this. Why can't HR send out e-mail notification on each approval date with a hotlink to the site. That would at least save a few minutes."

---------- "OT doesn't show on same screen/report as hours worked. Timekeeper has to go to another screen/report to see OT."

---------- "I direct a clinical operation and a research laboratory. In both areas we find the new system to be cumbersome, time-consuming, and distracting. The clinical laboratory supervisor spends hours each week finalizing the payroll. The staff in the research laboratory is expected to submit their time in duplicate due to problems with the system. We have no evidence that we have benefited in any way from the new system."

---------- "Cardiology uses all methods of collecting time: prints timecard for web clock; email hours from Cardiology staff and then enter data; swipe system; punch card. All these times have to be reviewed and approved and they are on paper. Paper time card has to be printed out before any approvals can be made. Enormous amounts of paper reports are now being created. Cannot use system to see everything—vacation, PTO banks."

---------- "Our department requires that technicians submit a printed copy of hours worked in a timely fashion and he has had all sorts of problems. First, the system is often down and he ends up handing in the printed copy late because of it. Second, sometimes it won't print out a copy for him and he has to phone for help. These aren't the only problems he has had, but I don't remember all of the others."

---------- "We have moved to the new system in [our department at the Medical Center] and have found that it requires substantially more time of supervisors to complete all of the 'approval processes.'"

---------- "I find it disruptive to my already stretched routine to remember which week it is and whose time I have to approve."

---------- "There are constant problems with individuals who are unable to enter their time into the web clock - which the administrator must then do for them . . . There are mistakes made each week by staff who enter their time directly, which requires the administrator to enter the system to correct their mistakes."

---------- "I keep having problems with missed hours and staff not getting paid. Then it seems like it takes several cycles before they get paid (I'm waiting on 3 cycles on one staff member

now) . . . System is not easy to navigate. We also have to have more people involved as time keepers, approvers, etc. than before. Prior to this system, my need for involvement was close to zero."

---------- "Frequently, approved time reappears in the time approval screen. Such an occurrence requires time to investigate the reasons. So far, no one can answer why it happens, we suspect it may cause employees to be overpaid."

---------- "Time approval was hindered today because during the day of closing, the next pay period's system code showed up for approval. This required an individual check by 2 staff members for over 80 employees on the day of close."

---------- "The biggest headache and time-consumer is the time and labor reporting aspect—thank goodness I don't have to do that."

---------- "Lists of employees are inconsistent as the information presented on-line is sorted in various ways.   For example, in reporting time, employees are listed alphabetically by first (given) name.   Time card reports are sorted by employee ID, and cannot be resorted by surname. Being able to view all names in a list is an option, but must be requested after each time an individual record is viewed and/or approved, and/or data entry changes are made."

---------- "I worry about who is not getting paid because the system has 'hiccups' every once in awhile and we all have to redo the approvals."

---------- "Confusing format for people like me who have to approve time. Hourly people have time inserted; technical associates have 0's in time fields . . . Confusing information on printouts. Some fields that are labeled as vacation time or other "time" fields have stuff put in them automatically that doesn't correspond to anything that fits the category of time. This puts supervisors in the position of approving things that they don't (can't) understand."

---------- "I've heard from the Unit human resources person that they are spending a lot of time hand-entering 'times' for the hourly employees. (They weren't too happy with that)."

---------- "The processing time for the system to update information we have added still takes around 3-4 hrs. which causes a delay in being able to finish up the payrolls."

---------- From a humanities department in the College: "Our departmental administrator has needed to check on, and correct, the salaries of hourly workers on a daily basis since they do not seem to appear correctly EVER (hours are either doubled or subtracted)."

---------- "After completing review of one employee, you must navigate through multiple screens to access the time of the next employee."

---------- "Entry and review of payroll deduction is awkward at best and has taken a great deal of time for our administrator and frustrated the staff."

---------- "This new system is causing me to devote considerably more time to reporting hours for my office employees as well as causing them to take more time to report hours to me. All in all I do not see the benefit of having this system insofar as the reporting of work time is concerned. I can see advantages of some of the other parts of the system (like looking up and changing some personal information) but the payroll part is cumbersome. And reporting hours for student employees is something of a nightmare."

---------- "In addition to requesting pay stubs to be printed on a single page, the timecard reports currently also take 2 pages for each employee. We have found it is important to print these reports and give them to each employee to review due to problems with missing hours and incorrect pay."

---------- "We now have to data enter all hourly personnel time in hours instead of payroll entering time. This includes staff and any students not on stipends. This is a choice we have made in our department. What used to take an hour to complete, now is a 4 hour process [for three different people] based on the number of people and who has been added that week to payroll."

---------- "My secretary estimates it takes 1- 4 hours per week to approve and/or confirm that everyone has been approved. The system works too slow and she needs to re-enter it every time a change is made."

---------- "I can't just approve everyone at the same time, I have to keep track of illogical dates for two classes of employees. I can't run time cards for everyone at once, I have to do each person separately. All this is a colossal waste of my time and energy . . . It is also disruptive more my staff. The students and hourly employees who work off-site have to punch in several times because inevitably the system breaks down when they are trying to punch in."

E. Clocked hours are unreliable, inflexible, demeaning, and demoralizing.

---------- "Punching the same in/out time does NOT equal the same number of hours each day; accuracy of system is unreliable."

---------- "Reporting time by minute is silly and is felt to be demeaning by lab personnel who are charged with "getting the job done," not putting in exactly 480 minutes per day. The supposed 'accuracy' of the system is a joke, because even though time in and out is supposed to be reported accurately, does anyone believe that lunch ALWAYS lasts exactly 30 or 60 minutes?"

---------- "The fact that the system won't believe that you've worked the same time each day is also crazy - it has no problem believing that you took exactly the same lunch time each day."

---------- "The close monitoring of lunch hours and the exact minute of arrival and departure is demeaning to employees, time consuming to effect, and discourages many of the little agreements and adjustments that can be made to improve productivity in a lab."

---------- "Monthly and Semimonthly staff must put in their time so early that they often do not know their vacation time and certainly do not know their sick time."

---------- "The requirement to always log your time in and out is very time consuming and inefficient. This is very ineffective. We were told that Federal regulations require that employees who are paid hourly, must get paid for every minute they work, i.e., the punching in and out and that the system won't accept the basic 8:00 am - 5:00 pm punches. My spouse works at Kodak, and he spoke with a Kodak secretary. She said that hourly employees do not punch in and out, and if they work 40 hours a week, their time is logged in as 8:00 - 5:00, M-F. The only time you alter this is when you take time off (example: vacation hours)."

---------- "Hourly staff are paid to the minute - checking ledgers now demands calculations never before necessary."

---------- "My understanding, from hallway discussions with our administrators, is that the system has been very disruptive, but I am not directly involved so I can't comment in detail. As I understand it, the system is not compatible with the normal working hours of technicians and support staff in scientific laboratories who do not work exactly eight hours a day. The system will not accept routinely entering, for example 9 am and 5 pm. But at the same time, if the difference in hours between the start and end times is not exactly 8 hours, an error is generated that has to be corrected by hand. If that's true, it is easy to see why it would be hard for the administrators."

---------- "It has served to disincentize my staff who now make sure to punch in at 8:31 when before they might have gotten to work a few minutes early and gotten themselves ready for the workday."

---------- From the chair of a department in the Eastman School of Music: "I think there's a culture of resentment building among hourly workers over the seeming lack of trust that they will report their hours honestly. (Some time managers call to check on their workers if they haven't logged in by a certain time--not something I ever plan to do.)"

---------- "It does not fit in well with the unpredictable nature and times of a practicing physician's office. No flexibility."

---------- "I would like to see the whole thing reversed; if the university is unable to back-track, the system must accept standard working hours rather than notional 'actual time worked.' It is an unfit way to micromanage the working hours of respected personnel."

---------- "The system is still cumbersome for hourly lab techs who want flexibility in their work hours."

---------- "We have experienced difficulties, including a real drop in morale (secretarial staff feel that they are being watched and can't be trusted)."

---------- "My employees have been told not to enter the same start and end times for each day. What is the point of that? If one was to evaluate the regularity of their work time, one would conclude that the punctuality of their attendance is unreliable."

---------- The system does not work well with lab personnel who come and go each day based upon how their experiments are planned. People become clock watchers when they are forced to punch in and out each day. This is not productive for the work environment and especially so where experiments are being performed that do not run from 8 - 4 Monday through Friday."

---------- "A particular and unnecessary aspect of the payroll forms are the exact recording of time in and time out each day. This simple requirement makes filling out the time cards labor and time intensive as well as error prone."

F. System cannot accommodate longstanding compensation practices for student employees.

---------- From the Mathematics Department, in the College, on August 31: "We still don't have a way to pay our TA's. Punching time in and time out for 60+ students who are being paid slave wages is not to be considered. HR has been looking into this for 3 weeks with no resolution yet. We have requested that the TA's be paid as the grad. stipends are paid--once or twice a month with no hours logged in. I told someone in Finance this morning that it is ridiculous to spend more money/time logging in hours than what the students will be paid."

---------- From the Mathematics Department in the College, on September 9: "The Math. Dept. undergraduate TA's have begun their work for us this week. They have all been hired through Student Employment. At the beginning of July, we brought the problem of how to pay these 60 people to the attention of HRMS as they need to be paid as some sort of 'salary' method, not hourly. Since we haven't had a resolution to this problem, we are left with no alternative but to pay them the way we have always paid them--with a cumulative, bi-weekly, student time sheet sent to Payroll . . . Please let us know if you have found a different pay method for these 60 people before 9/17."

---------- From the Mathematics Department in the College, on September 15: "I just received a phone call from [someone in Payroll or HR]. She called to say that the payroll sheets were no longer used because we were supposed to be using PeopleSoft. We realize this, but we cannot pay them this way . . . We have been asking [people in HR] since mid-July as to how to handle the hiring of our undergraduate TAs. They are hired for a lump sum for the semester. We have paid these students this way for over 15 years. The only way to pay these students is to break down the total amount, divide it by the # of pay periods, then by an hourly wage appropriate for their job. These students do not clock in and out of their jobs . . . These students should be paid the same way the graduate students are paid, also like the semi-monthly employees."

---------- From the Mathematics Department in the College, on September 16: "I'm really angry right now--not at you, but at the system in general. We have tried to get a solution to this problem since July when the 'training sessions' were held. No one seemed to know how to deal with it. [The] 'go-ahead' [from someone in HR] indicated very clearly to us that she was agreeing with the way we said Math would submit its payroll sheets. All 58 students were hired, time sheets submitted, then sent it to PERC. Then we get a call from PERC saying that the time sheets are not acceptable! . . . Math is not the only department involved in this type of situation.

Chemistry, Biology, for example, have always hired students the same way we do: a tiny sum of $315-630 for the semester. The data entry in this system is too costly in manhours in relation to amount of money that we are paying these students. What kind of system is this that is not flexible enough to deal with the type of payroll needed by its clients?"

---------- From a student affairs office in the College: "We currently have over 75 students working for us, some with more than one job in our dept. as well as jobs elsewhere on campus. We are connected to the KRONOS system which allows students to swipe in their hours from their student ID on a badge reader. The first pay period (8/22-9/4) was extremely time consuming, as hours needed to be edited and some entered as well as approved Tues. morning (9/7). I found myself coming in Labor Day for 5 hrs. as well as staying late several evenings the week before. Of course, my primary concern was getting the students paid but the extra time involved in trying to figure out what dept. a student's swipes are attached to if I don't see them in our dept. is an issue which I feel needs attention." Attached to this e-mail are six other e-mails relating to the case of a single undergraduate student who had earlier worked in another department.

---------- "It certainly has added to my workload and disrupted the way we do business. Staff time has been shifted to deal with the problems of how to pay our undergraduate teaching assistants."

---------- "My input . . . concerns student employees. I had an NSF summer trainee (REU program) for summer, 2004, and in the midst of a great summer experience with a great student, we found ourselves confronted with the highly disruptive requirement that the student log in and log out, etc., etc. A scheme like this may work at WalMart, but not at a university where students -- mine at least -- work sometimes in the lab, sometimes in our cleanroom facility, sometimes in the library, sometimes at the RIT fab facility, and quite often at home. With this log-in procedure imposed, essential flexibility is stifled and valuable time wasted on meaningless incremental record-keeping activity. And the suggested work-around, i.e., having a dept. secretary input all this useless data, just creates more unproductive work and large opportunities for errors that in turn must be corrected with further time-wasting effort. The requirements for undergraduate student log-in/log-out should simply be removed -- period."

---------- "The new system has been very disruptive and has been a considerable time drain on those inputting information. The system is not flexible enough to be responsive to realities for research assistants' schedules."

---------- "My work area has grad students and undergrads - how do they log their time? Web clock or weekly punches? That seems to be the question many of my co-workers are asking each other. Students used to be able to email me their hours and I could easily put that into the payroll spreadsheet. Now, either they have to punch in their time (and I have doubts if they will do this to meet the payroll deadlines -- or I have to go into the system to keep track of 40+ students). Very time consuming on my part."

---------- From the Department of Physics and Astronomy, in the College: "Besides the items below, I feel that the HRMS team has not dealt with the payroll and HR issues that are unique to academic institutions i.e. River Campus: these relate specifically to individuals paid stipends, some faculty issues(such as adjuncts), departments with off-site individuals, and undergraduate hiring and pay issues . . . The administrators on River Campus feel that some of our unique payroll issues the HRMS team have prioritized to a lower level because we do not represent a large number of employees. One of those relates to undergraduate stipends for T.I's and REU students. [The department chair] tried to address this with [person in Human Resources] who is the head of the team in June before we went live. I have tried on numerous occasions this summer and we still do not have resolution, so we are doing a work around. I think this is one issue where faculty senate can be helpful. The administrators from the departments of Physics, Math, Chemistry, Computer Science have not been able to get any resolution, that I know of."

---------- From the Department of Athletics and Recreation, in the College: "Hourly process for 300+ students. Students can be hired in multiple jobs with different job codes and pay rates. Students now implementing webclock or punch time, through PeopleSoft which is open to error. There are 12 job codes with an average of 15-20 students in each job. Supervisors give [administrator] work schedules. [Administrator] then creates timecard reports for each job. Work schedules then had to be compared to what students punched in. Before any of this was done an exception report was run for all hourly students before end of pay period. This is then given to the supervisors. The reports only have the students' ID# on them—not their name. Time Card Reports need to be created for each student who has work to verify time worked. For 300+ students in the Athletic Dept. this is very time consuming . . . Setting up Custom

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Departments for Student Payroll would help in sorting out all of the students working in the Athletic Department. We have had multiple meetings in July and August to have this set up and running by the final summer pay period and prior to the start of the school year. It has not happened yet. It was understood that this was going to happen. We were told it was ready. [Administrator] tested it through supervisor's employees list—it was all incorrect. More time spent on this! . . . In the hiring process when there are multiple jobs and job codes for one student, it is very open to error. Supervisor has had to spend a great deal of time making sure job title links to correct job code. We have evidence of job codes not being linked to the correct account numbers."

---------- "I feel that the new payroll system is extremely time consuming. There is nothing streamlined or quick, about entering payroll time for 40 undergraduate students, with varying pay scale and hours worked. As with every thing else, the Univ. benefits, but not the employees consumed with the work."

---------- "This new system is causing me to devote considerably more time to reporting hours for my office employees as well as causing them to take more time to report hours to me. All in all I do not see the benefit of having this system insofar as the reporting of work time is concerned. I can see advantages of some of the other parts of the system (like looking up and changing some personal information) but the payroll part is cumbersome. And reporting hours for student employees is something of a nightmare."

---------- "The entire graduate student process was not thought out and HRMS team should have asked large dept (Physics & Chemistry) about the process and their concerns. In a training meeting, questions regarding graduate student pay(going from 26 pay periods to 24 and how would it be handled. No one could answer that question and I guess never followed up because there are overpayment and underpayment."

G. Complications ensue when two departments or accounts are involved for single employee.

---------- "Employees transferring into our department from another U of R department, begin to appear on our approval lists with our account numbers for labor distribution.   The first occurrence took 1 individual over 10 hours to resolve."

---------- From a student affairs office in the College: "We currently have over 75 students working for us, some with more than one job in our dept. as well as jobs elsewhere on campus. We are connected to the KRONOS system which allows students to swipe in their hours from their student ID on a badge reader. The first pay period (8/22-9/4) was extremely time consuming, as hours needed to be edited and some entered as well as approved Tues. morning (9/7). I found myself coming in Labor Day for 5 hrs. as well as staying late several evenings the week before. Of course, my primary concern was getting the students paid but the extra time involved in trying to figure out what dept. a student's swipes are attached to if I don't see them in our dept. is an issue which I feel needs attention." Attached to this e-mail are six other e-mails relating to the case of a single undergraduate student who had earlier worked in another department.

---------- "I joined the Faculty Sr. Associates Plan at the Medical School in July and it took a while for the amount of my paycheck to be correct. Difficulty was that I'm paid from two sources (by grants which are administered by the dept. and by the fac. sr. assoc. plan)."

---------- From the Department of Chemistry, in the College: "Fellowship and stipend dollars for Grad Students who have second appointments are being charged to the primary appointment's account distribution. The effect of this is that non-taxable fellowship payments are being charged to grants as well as the students being taxed on this non-taxable income. Reallocations will be needed."

H. Time lags cause serious impediments to input and approval of hours—and extra work.

---------- "I am speechless that we've paid millions of dollars for a system that can't be updated immediately or even in a reasonable amount of time. It now takes more than eight hours from the time an employee enters their time until it appears and can be approved. After being harangued by the HR staff about entering time to the minute for hourly employees, we are now being instructed to enter time before they've even worked it!"

---------- "Friday time doesn't cycle thru till Monday, sometime they cannot log out so they have to have their out time entered by the timekeeper on Monday."

---------- "Inability to correct anything within a 2-hour time frame of its input into the system. This means that I have to alter things on printouts and hope they've been entered correctly into the system."

---------- "It can take hours for changes to appear so if someone waits until Monday morning to enter their time from Friday, you cannot approve it because it doesn't appear until later in the day."

---------- From a supervisor of student workers in one of the libraries: "We are tired of having to approve time on the weekend before the end of a pay period so our students will get paid. The celebrated two-hour turnaround time between entering and approving time has never been less than a full day, in my experience."

---------- "My own complaint is that I have to check and approve hours on the weekend, since Friday's pay is not entered until the secretaries leave and it takes several hours for the system to update the times entered. I don't expect to be home at my computer every weekend, so I'm not sure how this aspect of time-approving will work."

---------- "Because it has been impossible to meet reporting requirements in the standard work week, we have been forced into a situation requiring overtime payment in order to meet time demands."

---------- "What's irritating is that you put in your time, and then you can't even print it for a few hours. And we are reporting in advance so it's not terribly accurate."

---------- "Using this system certainly does disrupt normal work flow because of the time required to complete the process. For example, there is a lag time of several hours between each step - reporting time; making corrections, if necessary; and approving time. This requires going into the system several times to check the status and approve time, as the system allows . . . It is

often impossible to even log onto the system 1-2 days before the approval deadline; the system needs to accommodate the number of timekeepers who are using it. Once successfully logging on during busy times, there are delays between screens, making the process even more time-consuming and frustrating."

---------- "Using this system is very time consuming. The last pay cycle took me 9 hours to approve largely because the system updates every 2 hours instead of a more reasonable time frame. When we used the Kronos system payroll was processed within 2 hours and was reviewed for correctness by 2 people during those 2 hours. Current payroll processing is not reviewed by a second person, we simply cannot sink more time into this . . . Another point to note is that, after approval, we have been instructed to return to the system and verify that the approved time is at a completed status in the system. This status is not updated until 1-2 days after approval. Therefore, even after I'm done with a payroll cycle I still need to spend 1 hour verifying approval!"

---------- "There are problems with the processing from a computer standpoint. Once we put time in for a person, or put in vacation time for a person, we have to wait until a process runs that then updates all the information. On deadline days this can take 45 minutes or 3 to 4 hours. We never know how long and have to keep checking to see if our data has been posted yet, then we can approve the person to be paid. Therefore you can not do the job and be done in an hour, like in the past. This is especially troublesome, because of the interruptions that our staff have during the day. Often a professor or grad student comes in and wants to be helped and they are in the middle of a process, so they stop and help the person, only to realize that their screen has timed out and the item was not saved or they do not know what person they were on. Then they have to go back and reconstruct which step they were on. In order to avoid these issues staff have been coming in early or working on the weekends in order to accommodate this need for quiet time while data entering."

---------- "This week we found it impossible to approve all time and corrections before 10:00 on Tuesday, September 07, 2004 due to employee's using the web clock to log their work time for Friday and Saturday, the end of the pay period. The deadline for approvals was changed from 12 noon to 10:00 AM; we were notified via e-mail upon arrival at work Tuesday morning. Thankfully we had checked e-mail messages before heading into the HRMS system. If Finance had notified us on Friday, 2 staff members could have taken work home to approve during the

holiday weekend. It would have cost the department overtime pay. We will have to request off-cycle checks for at least 2 employees."

---------- From a student affairs office in the College: "Student Employment assured me my students would be in the system by the morning of Tuesday, 9/7/04. I came in @ 7AM on Tuesday morning, 9/7/04 to report my students time to be sure I made the 9AM deadline and again found that my students were not in the HRMS system."

---------- "There are mistakes made each week by staff who enter their time directly, which requires the administrator to enter the system to correct their mistakes. After each correction, the data does not appear for approval for 1-3 hours - necessitating that she must go back into the system at a later date to approve their corrected time."

---------- "Time must be approved for biweekly hourly staff on Monday morning. If there is a mistake on the previous Friday that is not discovered until Monday morning, it can be corrected but not approved until the system is updated (a couple hours)."

---------- "I have input time for employees, which then takes at least half a day to appear for approval. I have completed approvals only to find when I run the timecard reports, hours have been lost in the system. We run the reports on the final day of the pay period. Because the system takes so long for corrections to show up for approval, it is then impossible to approve the previously missing hours on time resulting in requests for special checks. There is not time to keep rechecking employees hours to see that they are still correct. We have been told that the deadline for approvals is 5pm but the system starts the final run earlier."

---------- "The new payroll system is very time consuming. Especially when the data for the new faculty or students has not been entered into the system. Forms that were sent over in July still have not been put in as of Sept. 1st. I've spent hours trying to find out where forms are and I'm told a different story every time."

I. There is no easy way currently to view summary information.

---------- Administrators "need a robust report, want to look at a report for entire week for all staff/faculty. Can review it, but it is not necessarily in the system. Some reports are not necessarily correct: approval sheet report timecard; backup."

---------- "Staff want to see the time they worked, cannot see it on line, only paper."

---------- "Some individuals who do not have enough vacation or sick time make it difficult as when you approve their time you don't see how much time for vacation of sick they have. I have to run the time report sheet and check that before approving."

---------- "Before time is approved, the investigation process is time consuming because the time card report doesn't list certain types of errors or inconsistencies in reported or elapsed time. The time card reports must be checked line by line for each day's activity for the pay period. Once errors are found, they must be corrected, then approved. The time administration process has prohibited us from approving time before the deadlines . . . The exception report prints with employee ID only, so each issue must be individually identified, investigated, then corrected. Time administration process running hinders progress for approval."

---------- "There should be a 'canned report' that Supervisors can run and see the actual amount each person is paid for that period."

---------- "As a default – one can only view 8 employees in a list at a time. This is very inconvenient. The system's default should be to view 100 employees. When one sets the list to view 100 and returns to select another employee, the screen goes back to view only 8. This is very time consuming."

---------- "The process to print anything is a seven step process. The process used for printing is similar to a process I used on an old PDP computer (technology from the 1970's). The process is a batch process that has to go back to the main computer for each step. Last week it took me an hour to print 10 forms to check and see if those research staff have had their information entered correctly. Depending on the time of day and the number of concurrent users this takes several minutes."

---------- "I also question the amount of money being spent, University wide, on paper. In order to review each employee's time a time card report must be generated. The report is microscopic on the computer screen so I print it out in hard copy at least twice per cycle. The report for our department (38 FTE's) is 65 pages long."

---------- "The way we have Peoplesoft set up, there is no record tracking system for departments. The entire system is based on a default of notification by people who did not get paid rather than a default of records generated by who did get paid. It is the poorest system I've ever worked with."

---------- "There is no one screen that will show in and out punches along with vacation/PTO time to account for the whole work week. Multiple pages must be printed as backup documentation."

---------- "In addition to requesting pay stubs to be printed on a single page, the timecard reports currently also take 2 pages for each employee. We have found it is important to print these reports and give them to each employee to review due to problems with missing hours and incorrect pay."

---------- "We no longer get turnaround forms from Payroll. When we submit the pay raises and change account numbers for faculty, staff, research staff and postdoc's , we always got a form sent back to us. We now have to print these ourselves."

J. New forms are more cumbersome and time-consuming than old forms, or can't be printed.

---------- From the Center for Oral Biology: "Another issue that has created extra time burden on our staff is in the signature process of the new forms which are no longer multiple copy forms. For graduate students and postdocs, we must deliver or send the forms to graduate studies for their signature, depending on how much time we have to process the form. Then they either return via mail or we pick up the signed form, which we must then bring back to our area to copy and mail to the various locations that need a copy. For faculty and staff forms, we are being requested to print these on color paper (2 copies of each are preferred), but at least once we send these forms to the Finance Office, they take care of forwarding them on after they are signed. Because of the various payroll deadlines, I find we often end up running these forms around since we don't have time to mail. Even though we can now print the forms from our desktops and they have the current information printed on them, we still need to print them off, manually type up any changes, and then the burden of signature and copying has been added to the Departments/Centers."

---------- "Amount of time increased esp. when system not working; printing forms time-consuming, must continue to hit the refresh button."

---------- "Personnel action forms are now generated using HRMS. After maneuvering through the system to the appropriate section, administrators print out the forms, TYPE them, make photocopies, then send the paper copies through the usual sign-off process. Again, accessibility to the system is a problem. Before converting to this process, paper forms were generated from departments. These multi-copy forms were typed and sent for sign-off. This change not only requires more time to get the form needed, but someone in Human Resources STILL has to physically input the information. I can see no advantage whatsoever in using HRMS to process personnel action forms."

---------- "I'll omit most of my frustrations, but feel obliged to comment on the incredibly illogical, anti-friendly procedure one is required to go through to obtain a simple requisition, let's say, or replacement requisition."

---------- "When units print 60+ PAF's why are there duplicates?"

---------- "Before the new payroll system went into effect, we did not need to send forms for terms. They were automatically termed if you did not renew their appointment . . . At present, I'm having difficulty printing the forms from the new system. It actually took me two months to

get a form to extend another person's appointment. In addition, I have now spent two days trying to print a form for a person who need to go to no-pay status. As you can see it may take me some time to get these forms, but I will try . . . The problems seems to be in the way I am set up. I asked Dana in the Dean's office to try to print these for me. She was able to access and print them without a hitch. I will call [someone in HR] to see if we can get this fixed."

---------- "The system is cumbersome, you can't download just one form it's all in a PDF grouping. If you can, I have no idea how."

---------- "Here is another example of the cumbersomeness (is that a word?) of the new system. One of the options available is to pull up and print off turnaround forms for all the faculty in a single department rather than having to enter each individual ID number and access the forms one at a time. However, when I tried this with two of my departments, I discovered that faculty who are on leave did not show up and the only way I could get their forms was to do them one at a time. [I asked HR about this and here is the response: 'Good observation!. They are not actually getting moved out of the dept, but the program was written so that when a users selects "All employees for all your departments" or "All employees for a single department," it will exclude anyone who is termed, retired, on leave, suspended, deceased, etc and will print only those who are active. Any status however will "Print as a single employee." So the program is actually working correctly as you've already discovered.'] It seems to me that 'all employees' should mean **all employees -** at least it should include those who are on leave. Why is it so hard to convince HR that just because a faculty member is on leave it does not mean they have dropped off the face of the earth . . . This isn't a huge deal because fortunately not that many faculty are on leave in a given department at any one time but it is another nuisance factor especially if you are in a hurry."

---------- "The appointment forms (506's) were changed without any thought of how this would all impact on the individual oddities that occur in each department. We are now copying and wasting more paper than before - where's the savings in that?? . . . The confusion of which form to use when is mind-boggling as well. And I must also add that the forms are not MAC friendly."

---------- "The process to print anything is a seven step process. The process used for printing is similar to a process I used on an old PDP computer (technology from the 1970's). The process is a batch process that has to go back to the main computer for each step. Last week it took me an

hour to print 10 forms to check and see if those research staff have had their information entered correctly. Depending on the time of day and the number of concurrent users this takes several minutes."

---------- "A quick synopsis for [department in the Medical Center] would be that for two months prior to and the ensuing months since institution of the new Peoplesoft system, approximately 25% of the Departmental administrator's time has been taken up by attempting to correct payroll problems . . . as well as additional time spent downloading and printing PAF forms and additional time spent when doing reallocations with twice the amount of paperwork now needed."

---------- "It now takes me at least 10 minutes to print out a PAF or change form for postdocs, staff, and research associates. The system only allows you to enter one piece of information at a time and 'spins' searching to pull up the piece before allowing the next information to be entered. Then once you have it all entered you wait again while it processes the pdf. which gets printed, signed, and circulated as a piece of paper."

---------- From a College humanities department: "Personnel forms weren't available (especially for Macs) . . . I still must ask Dana Rittenhouse [in the College Dean's Office] to print off my PAFs."

---------- "We have yet to find a way to print a 610 form. The manuals provide some instructions, and we have received other individual instruction, but this basic function seems very difficult to perform, if not impossible."

---------- "The system is pretty cumbersome—it takes a lot of 'clicks' to get to a faculty turnaround form."

---------- "The HRMS system does not include a process for special incentive pay. This fact requires that a 220 form be completed manually for each employee involved in a pay cycle."

K. Many report random patterns of overpayment, underpayment and non-payment.

---------- "The new system has caused the ECE department a lot of problems, especially among our hourly employees. For the last couple of pay cycles virtually all of our hourly employees were underpaid or in a couple of cases not paid at all. Our administrative staff has had to do a lot of special requests for checks to be written (for which they charge a $25 fee each!), and in some cases even those checks were incorrect as far as withholding and other deductions. It has been pretty much a disaster so far and our department administrator has spent days getting things straightened out. I have written directly to PERC (just today) to try to address these issues."

---------- "Staff do/don't get under/over paid and no one can explain why. Now more time will need to be spend solving mystery. Bank charges to employee; more time spent in ledger reconciliation . . . SMO earns $35,000 as of 7/1/04, went on db eligible for statutory benefits, unit supplementing to make pay whole, employee received $8,750 8/1-8/15. No one can explain why."

---------- From the Department of Physics and Astronomy, in the College: "50% of our grad students have received less money than they should have."

---------- "Residents hired 6/24/04 as noted on their PAF. No notification that residents wouldn't get this money in their July 15th checks. Residents noticed they didn't get it, went to Resident Coordinator who went to PERC and now has to issue 71 extra comp forms."

---------- "Faculty receiving extra comp each month via a 'Blanket 211 form.' July payments made with no problem, none received in August . . . Vacation banks not decremented, yet payroll does reflect vacation pay."

---------- "Payroll is cumbersome and to date I have not seen one cycle in which the system was error free. During the last cycle random employees were overpaid by 40 hours, time which was not approved."

---------- "Entire division BWH payroll not paid (3) on 8/27, special checks requested, more time and paper. One of the staff couldn't get check til Monday morning 8/30. This is the second time this has happened to this individual. SMO staff member and residents have had problems with direct deposits not hitting their banks. They have not made any bank changes or payroll direct deposit changes."

---------- "Grad students overpaid beginning 7/15. Errors happen, but not to communicate this to the department is VERY bad business. One administrator found out when a student questioned

something on the check. She was kind enough to tell the other administrator on campus what she knew. This should have come from payroll immediately. Administrator have no way of knowing how much a person is paid until the ledger comes out which is a month later . . . A graduate student who hasn't been on payroll since May 21 and WAS NOT APPROVED TO BE PAID THIS PER PERIOD all of a sudden receives a paycheck."

---------- "One of the two hourly employees in my groups has not had a correct paycheck since the system was initiated, including one pay period that she did not get paid at all. That cost me $35 for payroll to issue a special check, because the employee could not wait two weeks to get paid."

---------- "I didn't get an appropriate paycheck and our office staff had to spend 3 hours tracking down what went wrong."

---------- "My most recent problems are that a Fellow who graduated on 6/30 was paid in July and one of my postdocs who receives $35,000/year got an $8,250 payment for 8/1-15/04. I am trying to resolve both issues but I wonder how many others are occurring without our knowledge."

---------- "25% of the department student funds for the year were spent in the month of July due to bug-generated overpayments of certain students."

---------- "Faculty who were not 'approved' for the pay period have received compensation anyway. Now we are asking for money to be returned . . . Summer instructors salaries were incorrect. Some were paid twice and now we have to ask students for money."

---------- "Many of our faculty did not receive their monthly retirement distributions last month because of a problem with the system, which will need to be 'made up' during the rest of the year."

---------- From the Department of Chemistry, in the College: "Due to a conversion glitch, graduate student's total stipend was recalculated on an annual vs. appointment bases. Converting to the new 24 pay period schedule resulted in overpayment on 7/15 + 7/31. To correct error, [our staff] had to calculate what the balance of the stipend was from 7/4 to the end of the appointment, deduct what had been paid thru 7/31, and then request an adjustment to the 8/15 payroll to recover the overpaid funds . . . On the Renewal of Award forms that we processed for the new academic year, we changed the 'rate of pay' from 'Annual' to 'Appointment.'   It was discovered that a good portion of the forms were not changed when

input, and as a result was overpaid on 8/31/04 . . . A few Grad Students were overpaid by over $1000 on 8/31/04 due to system errors that have not been resolved yet."

---------- "I still have folks that were on leave or newly hired not showing up in the system."

---------- "In addition to this lost time that is directly attributable to the new system, additional effort has been required to correct errors that occurred during the changeover. For example, most graduate students in the Medical School were underpaid, requiring two forms, an extra compensation form and a graduate appointment change form, to be hand-filed for each student. We estimate that this required an additional week of effort of a competent, experienced AA."

---------- "We have experienced many problems getting staff paid. This was most prevalent with our summer staff. We have some staff members who have yet to be paid for work performed in July. We have considerable problems confirming who has been paid or not paid. We had one staff member paid after their termination date."

---------- Department of Medicine asks: "How much extra time is taken by PERC to issue checks to employees who have been underpaid? How much extra time has been taken by PERC to track down repayments because employees have been overpaid?"

---------- "One of our Strong Ties employees, who works in Ventures IPRT (a collaboration of Strong Ties with Rochester Rehabilitation Center), did not receive her pay for the past few pay periods. I had to countersign her time sheets and help her to arrange with [person named] (at the Medical center) for a check to be cut. The employee was very unhappy about the situation and the extra effort required of her to get paid."

---------- From a College science department: "All our hourly payroll has been affected as well as our MS and PhD students. One week they are over-paid, the next under paid or in some cases not paid at all. The amount of 'special' checks we have had since July is incredible and the running around to get them after 3PM is just ridiculous."

---------- "Many of our TA's did not get checks until the end of summer, the same was true with many faculty who taught for the full summer. Eastman has always broken these 'full summer' employee checks into two segments--one at the end of July and one at the end of August . . . Needless to say, I and my staff spent a huge amount of time trying to find out 'what happened' and trying to let people know when to expect their final checks!!!"

---------- From Mt. Hope Family Center: "During the first pay period, timekeepers were unaware that employees had multiple employee record numbers, causing paychecks not to be issued.

Daily visits to the PERC office for live paychecks required over 1 work week. Timekeepers spent hours investigating why reported time did not show up for approval . . . Due to the off-cycle checks being issued, 3 employees were overpaid for the following pay period. Their live checks had to be returned to PERC for corrected checks. One individual spent the better part of a 40 hour week on resolving that problem . . . Employees have received over pay; e.g. 160 hours regular hours were paid for an 80-hour pay period. The Service Center has still not been able to explain how this occurred. It took 3 people in our department at least 8 hours to investigate and work on a solution. We won't know if the accounting is correct on the grant until mid-September IF PERC is able to process their part of the resolution."

---------- "We have seen on some employee's pay stubs, the pay rate shown is incorrect, but the pay is actually calculated at the correct rate. The printed incorrect pay rate is possibly from another position held at the U of R. We spent time investigating this for the employee after they printed their pay stub for us.   The Service Center has not been able to explain the discrepancy."

---------- "One of our employees failed to receive a pay check and learned that despite her correct data entry, her check had been direct deposited into a different account. She was told that the error could not be corrected until into the following week and was left to ascertain how to deal with her expenses."

---------- "One of (the many) things I personally have been involved with has been attempting to correct the paycheck information for our retired faculty who are in the faculty associates program and as well are paid on a TAR basis by the department for teaching activities. The only thing I can say about their paychecks is that they have been consistently wrong, albeit the 'wrongness' changes from pay period to pay period. I personally have not yet been able to find someone to answer my questions or who even understands my questions. One of the retirees has had correspondence with [two persons in HR]. The answers supplied to this faculty member at best have been incomprehensible and at the worst patronizing."

---------- From a student affairs office in the College: "I walked the Request Form for Off-Cycle Check to the Med Ctr Payroll office for each one of my students earlier today and because none of my students had worked 8 hours during this pay period and were not paid over $75, I was told none of my students will be paid . . . As you must understand, this is not fair to [these] students especially since I checked with [specific person] 'twice' in advance to my students starting work . . . I was told by payroll yesterday 9/8/04 that I needed to fill out a 'Request Form For Off-Cycle

Check.' Payroll emailed me the form late yesterday afternoon. I filled out (5) Off-Cycle forms and walked them to payroll this morning . . . After they received the forms this morning, they called me to inform me that they couldn't pay my students because of the 8 hour, $75 rule. I get the impression Payroll/HRMS assumes this is the only job timekeepers have. For many timekeepers/approvers, this has added at least 5-7 plus hours to an already completely filled workload."

---------- "Regarding the new HRMS payroll system, a "keypunch error" resulted in a substantial overpayment to me of income, which has been identified through a time-consuming process and is being corrected this week . . . However, the identification of the problem and its correction have been problematic and time-consuming for myself and our administrative staff in the Cardiology Unit who have had to sort through this and numerous other 'keypunch' errors with a number of other staff associated with this new HRMS payroll system."

---------- "From the beginning of July when my raise should have gone into effect, the system did not recognize it. The proper paper work had been done by the Ophthalmology Dept. but it never reached the system . . . It then took one month before any compensation was given to me . . . The first check of the Aug. pay period was grossly incorrect. My direct deposit information had been erased and consequently I received a hard check. This check paid me for a type of buyout on my vacation bank and PTO bank. I was not happy with the instructions from payroll who said to cash the check and they would deduct the overpaid amount the following pay period. This was not a solution for me. I demanded to have a correct check cut and this was done. I also asked why the direct deposit order had been wiped out and was not given a reason but told that it was reinstated . . . The second pay period of Aug. was also incorrect. In the first case, I again received a hard check instead of it being directly deposited. Then, as I had taken 6 hours vacation time, and this had been wiped out the previous pay period and not corrected, I was paid for only .07 hours. I talked to the payroll people and they finally found the error and said that my vacation time is now reinstated and that they would cut a check for the time not paid the following week. When I checked on this on Thurs. Sept. 2, I was told that they would not cut a check but that the pay would be included in the paycheck due on sept. 10th . . . We shall see what happens with this next check."

---------- "I keep having problems with missed hours and staff not getting paid. Then it seems like it takes several cycles before they get paid (I'm waiting on 3 cycles on one staff member now)."

---------- From a department at the Eastman School of Music: "It strikes me that one real downside of the changes in time-reporting is the seemingly overanxious checking on the part of my secretaries to make sure that the hours are being correctly registered before they're approved by me. These are not unreasonable worries, given several mistakes that have been made thus far, but hopefully with time the bi-monthly workers will be easier with the system."

---------- "Mistakes take too long to correct . . . People who have been terminated have been paid – to date payment has not been returned from the former employee. People paid who had not completed the hiring process. Should not have been in the system – still in the system. People who have been approved within the time frame did not receive a check and appeared on the time card report as needing approval. System failure?"

L. Many report concerns with responsiveness and accuracy regarding HRMS and PERC.

---------- A report from late September: "Less than an hour ago, I returned to my office from a meeting with some people from Human Resources. My understanding was that this was a meeting at which we could give them feedback on our use of the system. I found it to be a totally unsatisfactory meeting; the main overarching questions were left unanswered and the meeting focused almost entirely on how people can deal with 506 or 510 or 604 forms or whatever, and equivalent details, and even some of them were not adequately addressed . . . For example: about half a dozen of us brought up the issue of entering people's time in hours and minutes and then having to approve it in hours and decimal fractions of an hour; that is, entering time in apples and approving in oranges, which requires us to make mental calculations every time we approve time. The HR people did not even seem to understand what we were asking about until the fifth or sixth person brought it up, and they did not address the issue at all. They didn't even add it to the list of items to be addressed until the last person to bring it up said, 'Write that down!' . . . At one point, I mentioned the way the same system is customized at Harvard, such that an hourly employee can use a template for a typical week and need to enter changes only. The response to that was that 'We're not Harvard.' . . . I was totally unsatisfied with the attitude of the HR people conducting this meeting. They were not looking for feedback; they were looking for technical details they could explain . . . That's why I'm sending this message to you rather than to them. I do feel that you will pass these thoughts on to someone high up enough to look at this from a larger perspective than that of the nitty gritty, form 506 level!"

---------- "Service Center or PERC says they'll get back to use since they are not sure of answer. It can take up to 2 –24 hours. Sometimes you need answer to make sure you are approving time correctly. No answer, left in the lurch . . . With a system this big, little communication. When entering/approving time and encounter a problem. Timekeeper not aware that there is a glitch in the system. Spends time calling Service Center or retrying when nothing at all can be done because it's a system problem . . . People won't use HELP desk because they don't know enough about payroll rules. When folks call payroll they get a different answer than HELP desk gives.

---------- "There has been little formal training offered, many payroll people don't seem to understand most of it themselves . . . Whenever I do call for help, I get 'have you read the

manual?' All kidding aside, who has time to read an 84 page manual and test at the same time while working?"

---------- From an administrator in the Eastman School of Music: "It seems that users are getting conflicting instructions from their individual colleges and the central HRMS people - this has lent some confusion to the training process. Also, it would be helpful to have a key in the packet that is handed out at the training sessions, so that users can 'translate' all of the abbreviations they see once they get into the system. Many phone calls back and forth are taking a lot of peoples' time."

---------- "We were instructed to approve all holiday time--including future dates such as Thanksgiving holidays.   This caused exception errors that continue to require resolution."

---------- "The HRMS is not flexible and no one seems able to make reasonable decisions to solve immediate problems."

---------- "We continue to have difficulty trying to resolve issues that emerge, as the Service Desk may refer us to H/R or PERC. There continues to be confusion about which department has the final authority to answer questions or to resolve issues."

---------- "Another concern is the inaccuracy in some of the data found in this system currently. For example: We had a secretary taking a vacation of 6 days. Not being sure she had that much time available, we checked in the HRMS system. It showed she had 170 hours. When we contacted HR to review this as it was not possible, we were told it must be right as it is in the system. So -- we approved her vacation. After her vacation had been approved and further investigation was done, it was determined that she actually only had 36 hours of vacation. She was angry at not getting paid for the 48 hours and we were 'short staffed' for the additional time she was gone beyond her actual allowed time."

---------- From a humanities department in the College: "Our departmental administrator has needed to check on, and correct, the salaries of hourly workers on a daily basis since they do not seem to appear correctly EVER (hours are either doubled or subtracted). This has happened since the plan went into effect and certainly contributes to the use of time that could and should be spent in other activities."

---------- From the Department of Chemistry, in the College: "Department employee lists are not accurate. There are names in the list that we don't recognize."

---------- "There is no support structure staffed by individuals from HR who can address any problems that are weightier than teaching someone how to log onto a computer . . . I personally have not yet been able to find someone to answer my questions or who even understands my questions. One of the retirees has had correspondence with [two persons in HR]. The answers supplied to this faculty member at best have been incomprehensible and at the worst patronizing."

---------- "To add salt to the wound, yesterday there was a MCAG (Medical Center Administrative Group) Human Resources subgroup meeting which [a Human Resources representative] was supposed to attend to answer questions from administrators. The meeting started at 9 a.m. and [this Human Resources representative] never came into the meeting until 9:55 a.m. Most of the people at that point were leaving."

---------- From a student affairs office in the College: "I walked the Request Form for Off-Cycle Check to the Med Ctr Payroll office for each one of my students earlier today and because none of my students had worked 8 hours during this pay period and were not paid over $75, I was told none of my students will be paid . . . As you must understand, this is not fair to [these] students especially since I checked with [specific person] 'twice' in advance to my students starting work . . . I was told by payroll yesterday 9/8/04 that I needed to fill out a 'Request Form For Off-Cycle Check.' Payroll emailed me the form late yesterday afternoon. I filled out (5) Off-Cycle forms and walked them to payroll this morning . . . After they received the forms this morning, they called me to inform me that they couldn't pay my students because of the 8 hour, $75 rule. I get the impression Payroll/HRMS assumes this is the only job timekeepers have. For many timekeepers/approvers, this has added at least 5-7 plus hours to an already completely filled workload."

---------- "The training sessions were a waste of my time since we had nothing to practice on and ask questions prior to it becoming operational. I think that they may have thought that they could use less folks in implementing this system but I think that they need more customer service folks to help clean this up. The ones that are taking care of this are extremely overburdened and I feel that it is rather hard for them to keep up with all of this new paperwork that is being generated (if it works at times)."

---------- The HR staff has "been very helpful with many questions but I am not sure they are fully understanding all of the issues at hand."

---------- "In spite of numerous newsy updates and announcements, the system to my knowledge was never tested in a practical environment prior to release, and opportunities for *hands on* practical training of personnel were totally inadequate. (Training consisted of lecture-style sessions with NO opportunity for hands on training.)"

---------- "After our two hourly employees did not get paid (when the system was new), I had been promised that they would and still did not until I called the Presidents office."

---------- "A faculty member who returned from leave wasn't in the HRMS system (that was a delay in another office). I brought the PERC office a copy of the appointment form, they very quickly made a special check but never input the faculty member into the system so he could get paid the next month. I was told that the service center hadn't received the paperwork. Does this mean that the person who made the special check in PERC didn't know she/he should forward the paperwork to the service center? The two areas are all one dept. Three copies later the faculty member was added to the incorrect dept. Another phone call was made to correct that and I hope he got paid."

---------- "Apparently some of the people in the service center have never input 506 forms and no one told her there would be 1000+ to input in a short period of time. Why didn't they use experienced staff who were familiar with the procedure?"

M. Recruitment design is rigid and unresponsive to departmental needs.

---------- "Recruitment options no better. Every posting is being given different requirement than units required. Sec IV generic overrides functional mandating typing so many words per minutes; taking so many words per minute shorthand-outdated requirements. Keeping qualified applicants away…I cannot take shorthand so why bother to apply."

---------- "On August 19th, a new function was enabled on PeopleSoft--Recruiting Activities. When investigated, it was found that one of our open requisitions had been getting on-line application hits since early July, while we had no information or ability to retrieve the applicant data until 8/19. One position had 48 hits.   Other positions, also posted since June 2004, had up to 30+ hits. All resumes had to be printed, taking 1 individual about 6 hours.   When I questioned H/R about why I hadn't the ability to retrieve the applicant data before mid-august, H/R reps said they didn't want to burden departments while the time keeping function was so new, so kept the function from being enabled."

---------- "Previously, I would generate a requisition for a job opening with a note on it that applications should go directly to the supervisor. With the new on-line application system, only designated departmental managers can access on-line applications. This also takes up a greater portion of my time. Since we are a research department, most of our job openings are technical, and it was more efficient for resumes to go directly to the faculty member for review. I now have to remember to check the on-line requisition database, access each resume for each job posting in our department, and print and distribute them to the faculty member. A better option would be to allow whoever is listed as the supervisor on the job requisition to access applications."

N. Some suggest concerns with security and privacy.

---------- From a social science department in the College: "I want to give you a little feedback as a departmental Chair. I am not comfortable with the present arrangement in which my personal information and the payroll records I am required to approve as a departmental timekeeper are bundled together (that is, I have one and the same password for both). For reasons of security and privacy, I would like to see personal and departmental accounts decoupled."

III.

Experiences of Individual Users

In addition to the 116 people who described the administration of the new payroll system at the departmental level, we received feedback from an additional 71 people reflecting on their own experiences as individual users of the system.

Positive comments (3 responses)

---------- People in my laboratory "have been glad to have immediate and direct access to their information."

---------- It is very easy to change banks for direct deposit.

Neutral comments (9 responses)

---------- I am still adjusting to the transition "from paper to computer," but this was expected.

---------- "In my individual case, there has been no problem (nor much opportunity for one)."

---------- "I've never had a problem. Used it only 1 time to check payroll history."

---------- "I have not had the time to try it yet! Is there anyone available to help us through the first attempt to retrieve our info?"

---------- "For me, it's too early to tell whether the system works or not . . . If other faculty are like me, a lot of them are avoiding the system and will have to confront it at some point."

---------- "It seems OK."

Negative comments (59 responses)

These comments are extensive. We have identified the following main categories of concern:

A. Many criticize the electronic-only pay stub, requesting return of the blue paper pay stub.

B. Many criticize the separation between retirement contributions and the rest of the pay stub.

C. Many state that the computer interface is not user-friendly.

D. Some cite privacy concerns.

E. The system is unstable, with many reporting difficulties accessing information at times.

F. Some report difficulties getting timely information and fixing incorrect information.

G. Many, especially at the Eastman School of Music, report complications with transition between semi-monthly, biweekly, and monthly payrolls.

H. Various people reported mistakes with compensation, retirement contributions, etc.

On the following pages, we offer examples from the e-mails we have received to illustrate the specific nature of these concerns.

A. Many criticize the electronic-only pay stub, requesting return of the blue paper pay stub.

---------- "The single most frequent use of this system will be to print my monthly pay stub. That is what I am doing today . . . Nine steps [on the computer] and a walk to the printer to do what I used to do by stopping at the front desk. I now have my information on two white sheets instead of part of one blue sheet. (I also printed personal information to a public printer.)"

---------- "I don't like the fact that I cannot print out the 'pay stub' on a single page. The layout could be more parsimonious in terms of space. The bluestub was much better for me anyway."

---------- "It would be good if the page printed all on one page instead of being cut off at the right and taking two pages to print."

---------- "I think the pay stub is too important to leave solely to the computer system. We should continue to receive hardcopy."

---------- "Of course it is much easier and less time consuming to receive payroll information as we did previously. I don't know the pros and cons to the previous and current system. Without this information, I recommend returning to the old system, where we get payroll information through intercampus mail."

----------"I have received multiple complaints that people wish have a hard copy of their check etc. to look at and review and people to not have time to log into computers etc. to look things up. I would support reinstatement of the ancient system people did not have a problem with it. It also helps to have these stubs for review by loan agents, car sale people etc."

---------- "I spent time last month trying to get my paycheck stub to print out on one page. I have not found a way to do this, either from home or on my computer here, and I spent quite a bit of time trying. This month I just printed it out and cursed the fact that it spills over onto a second page. It just is not as neat as it used to be. This problem should be fixable and I wish someone would fix it."

---------- "In addition to the web access of salary data, I would also like to receive, by campus mail, a one-page print-out of my monthly salary activity like we did before. I found that format to be easier to understand and like to have a hard copy without having to spend a few minutes logging on and printing it out myself."

---------- "I did experience a good bit of difficulty in trying to print out my July pay stub. I had already secured a net id but figuring out how to print out the pay stub was time consuming and the 'help' I received from the very nice people at the help desk was not successful--in saving the

printing settings for the future. I imagine another round of frustrating waste of time tomorrow. It seems a ridiculous way to spend faculty time and compensation money. Why can't they just deliver a web statement the way my credit union does, in printer-friendly format?"

---------- "I preferred the old monthly (or bimonthly) statements. They were concise and one page. It would be better if the same type of statements could be downloaded as PDF files."

---------- "I just spent 1/2 hour trying to log on to the system so I can see my pay stub. It used to take me 30 seconds to get the same information when I got a hard copy in the mail. I do not feel that I should have to spend precious minutes of my work time trying to get the information. I am considering dropping my direct deposit option so that I can actually see a pay stub, because of this. Of course, this will cause further inconvenience, but at least I will have control over the information."

---------- "Perhaps I might be viewed as an 'old fossil' on the Eastman faculty, having taught full-time for more than 40 years, but I must confess that I find it quite amazing that my employer is unwilling to send me a paper copy of my pay stub. I am very 'computer-literate,' and I have no objection to using the computer, but I still find the new payroll system to be an unsatisfactory alternate to the old-fashioned way of doing things."

---------- "I am happy to write about the new payroll system. In a word, I think it is abominable. I don't understand why one should have to go through the elaborate and complicated procedure to view material that could easily be sent to a mailbox, as it was in the past. Further, since I do not have a printer, I must go to a secretary and get the material off her screen and print it on her printer."

---------- "The system is unsatisfactory at present.   Obtaining needed hardcopy is unwieldy and it is inevitable that private information is going to leak out. My problem is that we no longer get the single-sheet private hardcopy statements. To generate a printed statement, we have to rely on our PC's and our printer network. This raises compatibility issues. My PC does not render the statement onto a single sheet, multiplying the paper need and creating unnecessary bulk in my records file at home. Learning to print properly and making necessary system changes will take hours of work time, possibly DAYS, if I persevere in fixing this problem . . . Also, we cannot print privately. I expect that everyone will have at least one statement per year get lost on the way to a printer and then show up in some public place for anyone to see. In my normal printing, that is about as often as print jobs get messed up, and to that I add the times when I run

to the printer, only to find someone ahead of me go through his print job and pull out the sheets that he recognizes as mine. This lack of privacy can be avoided by printing at home, but this cannot be done securely, at least not at the present . . . On those occasions when private information gets lost on the way to a printer, it will effectively prevent the employee from being able to attend to anything until the errant document is found. The printing costs are now borne by the individuals and their departments who cannot print the statements as efficiently as the central facility that used to print them . . . In time, a well-managed system could help us VIEW our personal data in new and helpful ways, but it does not replace the paper statement that our accountants are going to insist upon seeing.

---------- "From my own perspective as a faculty member in the School of Nursing, I am finding that there is a risk of gross invasion of privacy with printing pay information, because, in various hallways of the SON, up to 20 faculty members share the same centralized printer. For those persons who do not have a printer at home, and who must rely on the SON printer for printing work-related documents such as pay stubs, a problem develops when one's pay stub becomes queued in a long batch of print jobs that then need to be sorted out by individual faculty members, as well as by support staff."

---------- "Could an email notice be sent monthly notifying the individual that the deposit has been made, with a link to the HRMS site? (The monthly pay stub/deposit record that was mailed to our home address acted as a stimulus to start the monthly cycle of fiscal management.)"

---------- "This may not be the type of serious problem you areasking about, but I really dislike not getting a paper pay stub! I think it's distracting to have to remember to go to the website and makes it much more likely that errors won't get caught if people just don't bother checking the pay stubs."

---------- "The primary disruption, from my perspective as a faculty member, is that I have to remember to access my pay statement, and the first time I did this I had to call someone to help me follow the 'less than intuitive' links to my pay and benefits statements (why are these separated????). I wonder if there is any possibility that each month at pay statement posting, the finance people could email us the links to these important documents. It would be a reminder as well as an opportunity for them to help implement this in a way that is more fluid for us as users."

---------- "Having to print out my paycheck is an added hassle. In addition the right side of the payinfo is excluded, likely due to a font problem that I do not have the time to fix. I prefer the old way where I received a pay stub. Why the increased hassle factor??"

---------- "Prefer getting hard copy as before."

---------- "OK so because payroll stubs are now electronic the cost of distributing them has been eliminated (I am assuming that getting the information on the web is essentially nil). Now let's look at the cost for the individual employees. To access the old paper system required simply pulling it from my mailbox and ripping open the envelope. To access the new system I need to: 1) login [The login process does not allow autoentry for my id/password for my software (Safari). And the NETID requires a password that is more complicated than I use for any other web business location so I have to memorize a new password or look it up each time.], and 2) access the correct area [This takes 3 clicks. Each takes 20 seconds for the system to respond--I tested at 11:30 pm. Could this be a peak time for system use? I doubt it--Since it takes so long to get into the information I feel the need to make a copy (pdf file) for my computer so I can access it quickly again.] Although this seems trivial, processes much simpler than this from numerous companies have yet to get me to convert to an electronic bill.   It is simply easier to rip open the paper bill than to login in to each location. So, . . . All this seems very fixable— a) make the login work with all the major browsers; b) don't play "big brother" with the NETID. suggestions for passwords are certainly sensible but dictating what I need is going too far; c) Most of my accesses to this system will be to simply check the pay stub so make it accessible at the top level not at the 4th level down . . . Thus I imagine that one click on the bookmark (favorite) for the payroll stub should get me to the login page (since I will not be logged in at this point) and autoentry should enter my id and password, then I hit enter and I have the pay stub. If it worked this simply (lean) then my costs may be lower than the paper system."

---------- "I think it was rather presumptuous on the part of the University Administration to assume that all people covered by the U. of R. payroll system are sufficiently well familiar with the use of computers to download the information every month; and even if they are, that they would be willing to sacrifice a good deal of their time doing so. The new system probably benefits the Administration but it certainly does not benefit me and many of my colleagues . . . I am astonished that the University Administration did not seek the opinion of the Faculty before introducing the new system. If it did, it will have undoubtedly discovered that members of the

older generation would have difficulties using the new system. I myself am 82 years old (still working full-time) and the 'computer revolution' arrived when I was too old and too conscious of the value of my time to sit in front of a computer downloading information that could be provided in a less time-consuming manner. I find it rather strange that in a country, which, on the whole, shows a good deal of concern for its senior citizens, the University would act in such a high-handed manner, completely ignoring the problems which the new system may cause to some Faculty members, especially the older ones . . . It should be clear that I am very dissatisfied with the new system and I feel that the University has acted irresponsibly and that causes a good deal of inconvenience to me and other faculty members. It is probably too late to do much about reverting to the old payroll system but I think it would not be unreasonable for the Faculty Senate to try to arrange that payroll stubs be sent, as in the past, to those members of the faculty who request it. In addition the same information could still be provided electronically if that would be less disruptive to the new system."

---------- "Printing needs to be revised to be more straightforward and so that the entire report will fit on one page."

---------- "There is a problem when bringing up View Paycheck both on the screen or on the standard 81/2 x 11 printed page on my Dell at home. One is not able to view all the information on the screen without paging back and forth. When printing, the right most columns are truncated. There is no way to reduce the page for either viewing or printing."

---------- "My pay varies per pay period and rather than have to go to the website to find out what this months pay is, I would prefer if my payroll information was sent to me as an attachment by e-mail, rather than me having to go look it up."

---------- "I have found the HRMS system extremely hard to navigate. I STILL have been unable to access my pay stubs. I have placed phone calls to the HRMS office....just get passed around."

B. Many criticize the separation between retirement contributions and the rest of the pay stub.

-- "I still find the way retirement is done to be confusing. Why not put it all on the pay stub?"

---------- "The retirement contributions, both voluntary pre-tax contributions and UR contributions, should be on the same statement as the rest of the paycheck info. This is an intolerable worsening of the pay statement!"

---------- "I find it odd that the new, 'improved' two page pay statement I'm printing off doesn't contain as much information as the previous one page version -- specifically retirement contributions."

---------- "For obscure reasons the TIAA-CREF information now does not appear."

---------- "Why are the University contributions to TIAA/CREF not reported on the new system?"

---------- "Can the 'before tax deductions' as well as the 'employer paid benefits' include the 403b contributions (as they previously did). It's intuitively easier to be able to view all of this (including monthly/YTD amts) on one 'view screen,' and also makes more sense for taxes/accounting."

---------- "When I look at my paycheck, my before tax deduction and the University's contribution to my T. Rowe Price Funds has no entry. It has a year to date entry, but no current months entry. I am then forced to question whether there is an error, like the first month, or go to the retirement section of the system (currently unavailable). What a waste of time! Perhaps that entry could be instated and then all the information I need is on my paycheck and I don't have to go the other part of the system."

---------- "For the most part, I think faculty and staff prefer seeing the University's contribution to their retirement plan displayed on their pay stub rather than accessing it on-line, separate from their pay stub."

---------- "It is very inconvenient to have to go back to the main HRMS page and sign in once again to view one's contributions to the Retirement Program; a link from Employee Home would be very helpful. As you entered the retirement page you could still be asked to enter the additional security."

---------- "Retirement link doesn't work; retirement contribution by UR doesn't show up on pay stub; retirement contributions to agencies questioned; again more time by employee to track this."

---------- "The payroll system is cumbersome in one clear way - you have to log in at both payroll and then at retirement if you want to check your finances. Can't they make it such that one log in is sufficient? This set up is very user unfriendly."

C. Many state that the computer interface is not user-friendly.

---------- The electronic pay stub has "many acronyms that are not well explained."

---------- "It is a distraction, particularly given the fact that it is not that intuitive to navigate through."

---------- "It seems that this system was touted as being able to save time. But the work has just been shifted--away from a relatively small group of people who knew how to do to a very large group of individuals who do not know how to do it and must learn it."

---------- "Suggestions: 1.) A successful log-in should go directly to Employee Home. 2.) View Paycheck should be a selection on Employee Home. 3.) The Paycheck information should be formatted to print on a single page. Most employees will use the other features of the system very infrequently."

---------- The system is a "waste of time. There are many screens interposed between an employee and her pay statement. Also, for me, it is a slow process to check anything on the internet at home."

---------- The system is "obnoxiously commercial. Each screen has 'Peoplesoft' more prominently

displayed than the needed information."

---------- "I have found the HRMS system extremely hard to navigate. I STILL have been unable to access my pay stubs. I have placed phone calls to the HRMS office....just get passed around."

---------- "The system must have many technical problems. I have not been able to get on to it myself (despite having IT-sophisticated help)."

---------- "Though I tried all morning, I could not find anyone at payroll to explain the meaning of a group of cryptic initials at the left bottom of the first page of the printout. The whole thing is frustrating."

D. Some cite privacy concerns.

---------- "My NetID and my WebCT are the same password. I can't get them to change this. This is unacceptable, and it means that I will not use WebCT. My WebCT interface is public, when I type in the password it actually shows up, not dots but the password. I have often in the past gone into WebCT, in a classroom on an overhead screen or in my office with a student, and this means that any student who sees this can access my personal information and makes changes to it. Even if it did not show up, I'm sure you understand that I do not want those two accounts linked in any way."

---------- "The negative aspect of having your pay-stub on-line is that the SSN number and account numbers are now displayed in full rather than most of the numbers being hidden."

---------- Printing my pay stub requires printing "personal information to a public printer."

---------- In my department, "we cannot print privately. I expect that everyone will have at least one statement per year get lost on the way to a printer and then show up in some public place for anyone to see. In my normal printing, that is about as often as print jobs get messed up, and to that I add the times when I run to the printer, only to find someone ahead of me go through his print job and pull out the sheets that he recognizes as mine. This lack of privacy can be avoided by printing at home, but this cannot be done securely, at least not at the present . . . On those occasions when private information gets lost on the way to a printer, it will effectively prevent the employee from being able to attend to anything until the errant document is found."

---------- "From my own perspective as a faculty member in the School of Nursing, I am finding that there is a risk of gross invasion of privacy with printing pay information, because, in various hallways of the SON, up to 20 faculty members share the same centralized printer. For those persons who do not have a printer at home, and who must rely on the SON printer for printing work-related documents such as pay stubs, a problem develops when one's pay stub becomes queued in a long batch of print jobs that then need to be sorted out by individual faculty members, as well as by support staff."

---------- "I do want to chime in regarding the Net ID being the same for payroll and for WebCT and general issues regarding security."

E. The system is unstable, with many reporting difficulties accessing information at times.

---------- "I was unable to log on to the HRMS system when I first tried in early July, as it was down. My second try was yesterday, 8/29, when it was 'unavailable.' My third try, today, 8/30, was successful."

---------- "This system is very unstable."

---------- The system is often "unavailable. The retirement self-service page is right now not available to me, and this is not the first time for that."

---------- "I logged on today to find out the relevant payroll information and the computer told me that my identification and password were both invalid, so then what the hell do I do? The secretary said the reason for that was that the HRMS page was overwhelmed with inquiries like mine, which should tell the story of what a botch the whole thing is better than any comment I can make. I simply cannot understand why the system exists and would dearly like to know who on the faculty approved of such a decision."

---------- "I have responded to you once already, and thank you for your response. I have now another gripe with the system. That is the frequency with which either the payroll or benefits portions of the system are unavailable."

---------- "The HRMS site is agonizingly slow. At home I have dial-up service and it takes well over 15 minutes to get to my payroll page. This morning it took 15 minutes just to get UP TO my payroll page, and another 10 minutes for it to fill in."

---------- "I am appalled at the amount of time the new system is taking. The learning curve is not the problem . . . Waiting for the system takes the time. It took me an hour to get my faculty pay

stub last week!" The system is "extremely unreliable and inefficient."

---------- "After last month's glorious success of finding out that I got paid for July, last night I was unable to tie on to the so-called system. Today I will ask the bank if I got paid."

---------- It takes time to "access the correct area for pay stub. This takes 3 clicks. Each takes 20 seconds for the system to respond--I tested at 11:30 pm. Could this be a peak time for system use? I doubt it."

F. Some report difficulties getting timely information and fixing incorrect information.

---------- "Just this morning it took me nearly an hour (after several calls and email) to get access to my pay stub because I had forgotten my password. Neither would the system let me re-establish my netid."

---------- "I called HR, left a message, and got a call back days later."

---------- "I cannot get into my benefits page because of a problem with two employee numbers (one from when I was a graduate student)."

---------- "One month before I finished my two year service in the University, I received a letter from the benefit office showing that I could register online for the retirement plan. Two days later when I did the registration online, the system shows that it cannot find my data. I went to the benefit office. They told me they have changed the address of the online registration. I don't know how frequently they change the address."

---------- "I have been married for a long time. This information should appear in some forms I filled in during my orientation. However, the system shows that I'm single. It's very funny that in the spouse and dependent information parts, I can see my wife's and my kids' names. I cannot change my marital status in the system."

---------- "I had to change mailing addresses on both by Vanguard and Fidelity accounts because the
mailing addresses were changed to a work address that was so abbreviated in format I'm surprised they got to me at all. Needless to say, this had been working fine, and then required me to make several phone calls and/or send written requests to put the addresses back to what they should have been."

---------- "My TIAA-CREF account number has remained the same since 1967 when I began teaching at the University of Michigan. If I could change from one University to another in 1974 and keep the same number, why was the UR incapable of keeping the same contract numbers for me and other faculty and staff, especially given the use of modern computers?"

---------- "My Aetna health policy was inadvertently terminated in the switch over to a computerized system."

---------- "As a participant in the faculty sr. assoc. plan, I should be paying a reduced rate for parking. It's been two months now and the amount being deducted from my check for this 'service' is still incorrect."

---------- "I just tried to log on for myself and received the message that my userid or password was invalid ... I wrote down these items so I am fairly confident I logged on correctly. I called the "help-line" and was on hold for about 15 minutes. They told me some folks are having trouble because IT changed the set-up. They gave me IT's telephone and when I spoke to them they stated they had changed nothing that would affect my log-on. I spent another 15 minutes talking with IT. Finally, tomorrow I have to go personally to HR to show them my ID so IT can reset my logon. This is very frustrating as well as time-consuming."

G. Many, especially at the Eastman School of Music, report complications with transition between semi-monthly, biweekly, and monthly payrolls.

---------- I was previously paid monthly, then I was told that I would be paid semi-monthly under the new system. I confirmed that I would in fact be paid semi-monthly. I adjusted all my bill payments accordingly. Then I was told that I was being returned to a monthly plan. "The problem for me is I did not ask to be switched back. I planned for a semi-monthly pay plan, prepared for a semi-monthly pay plan, and was told I was going to be on a semi-monthly pay plan. Now, instead of getting a check on the 15th of September, I will get nothing. I know that it all works out to be the same amount, but it is the distribution that matters. I now have a gap from September 15th to the end of September that I have to fill. I have requested that I not be moved back to monthly at this time, because it will cause a financial problem for me. I feel like I did my part and prepared for the original semi-monthly pay plan. I think it is unfair to switch things again. I have asked our payroll department to keep me semi-monthly until June of 2005 at which time I can readjust and switch back to a monthly pay plan."

---------- "There appears to be some question as to whether I am to be paid on the monthly or semi-monthly system."

---------- "My problem was that I was switched to a semi-monthly pay schedule in July and it worked fine, then in August I did not receive my semi-monthly paycheck deposit into my checking account. When I called payroll it was not easy to get through and find a person who understood the problem and offered a fix. In essence, I was put on hold repeatedly, the person sounded exasperated etc. After some back and forth I was told an error had occurred and I had been switched back to monthly pay schedules by accident. I should come over to the Med Center and pick up a check later that day. When I called in the afternoon I was told the check could not be issued yet, it would be the next day (when I was out of town..). It was all very frustrating and inefficient. Since then I gather all ESM faculty have been switched back to monthly pay checks regardless of salary."

---------- "Some feedback on payroll--my July check was paid at the end of the month, as was my August check, but half the amount was missing! After 36 hours of phone calls to determine who would be able to rectify this, not to mention the scramble of changing many of my automatic bank payments of bills, [my departmental administrator] was able to get a check for the missing half of my salary in my hands by September 2nd, but I have yet to receive a clear answer as to

whether I am now being paid monthly or bimonthly, and since no-one has been able to give me this answer, I may be acting blindly until the 31st of October, when I will know whether I have a full paycheck or if half of it is again missing."

H. Various people reported mistakes with compensation, retirement contributions, etc.

---------- "My summer pay was not included" in my check.

---------- "I was one of the employees who did not have their voluntary 403b contribution deducted in July 2004 because of a clerical SNAFU of some sort. Now, I need to have a double deduction done in August to make up for this."

---------- "I am still being charged a parking fee of $55.40 each month for the East End Parking Garage for the months of June, July and August, even though I notified the Facilities Office at the Eastman School of Music at the end of May, and they notified payroll, that I would no longer be parking in the garage. I have notified the Facilities Office again in July and August, and they have passed the message to payroll, but each time the business office has to issue me a special refund check."

---------- "My pension deductions were not taken at all in the July paycheck, which will result in a double deduction in the August check, which will obviously leave very little 'take home' pay."

---------- "In my last paycheck, my personal contribution to my retirement was not taken out of my check."

---------- "I see that this month there were no contributions to my retirement plan for the second month."

---------- It took 30 minutes for the system to show my payroll page. "When I finally got there I was shocked to see that my compensation was one-half my normal pay. I understand that payroll is SPEEDING me a check to cover the missing funds."

---------- "I am writing you about the new HRMS online payroll system . . . I work at the Cancer Center . . . Starting July 15 2004 all my paychecks contained a lot of items that were not correct (Paychecks 07/15/04, 07/30/04, 08/15/04, 08/30/04, 09/15/04) . . . The HR & payroll was contacted and informed numerous times about the situation and some parts of my paycheck were corrected, but not all."

---------- "In response to your invitation to share our experience with the new payroll system, I write to inform you that my GUL premium payments were not included on the payroll print out although it should have been automatically deducted. I have contacted MetLife directlly myself to no longer authorize University direct payment."

---------- "I have had no "Employer Contribution" put into my 403B for two months. While my office manager says this is a well-recognized, system-wide problem, there been no

communication to individual employees or notification on the HR web-site about this problem. It would really help if HR would announce what the recognized problems are and what their plans for solutions are. Otherwise, many of us assume it is a problem unique to us/our paycheck, and we waste time calling around trying to find individual answers."

---------- "From what I can tell, my retirement contributions seem to have changed without my having known it. I will have to check on this, but it looks different than the previous statements—the ones I was getting on paper."

---------- "My first salary printout contained a serious error (omission of my contribution to TIAA) and when it was corrected last month, the income tax deductions were not appropriately adjusted, because apparently the IRS regulations do not allow that this be done in the course of the year. I will, therefore, have to wait for adjustment until next year, when I will be filling my 2004 income tax return."

---------- "Many of our faculty did not receive their monthly retirement distributions last month because of a problem with the system, which will need to be 'made up' during the rest of the year."

---------- "In my case the 'new,' 'enhanced' TIAA-CREF contract was set up at default settings - ignoring the distribution of funds I had in my existing account, not specifying beneficiaries, etc. This is potentially a disaster for me given the complexities of my life - I have a court order stating that [my children] are meant to be beneficiaries for certain % of retirement funds; I have an ex-wife who will contest any distribution to [my wife] if it is not specified properly (which it was on the old account). This is just to give you an indication of how bad this could be in my particular case. I am sure others have similar complications. So now I have to call TIAA-CREF and get this all straightened out."