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

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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.

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I.

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



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

<u>Memorandum</u>

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.

Wallis Hall, Room 208 P.O. Box 270023 Rochester, New York 14627-0023 (585) 275-2800 Fax: (585) 461-1046 E-mail: rpaprocki@admin.rochester.edu

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 outthrough 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."

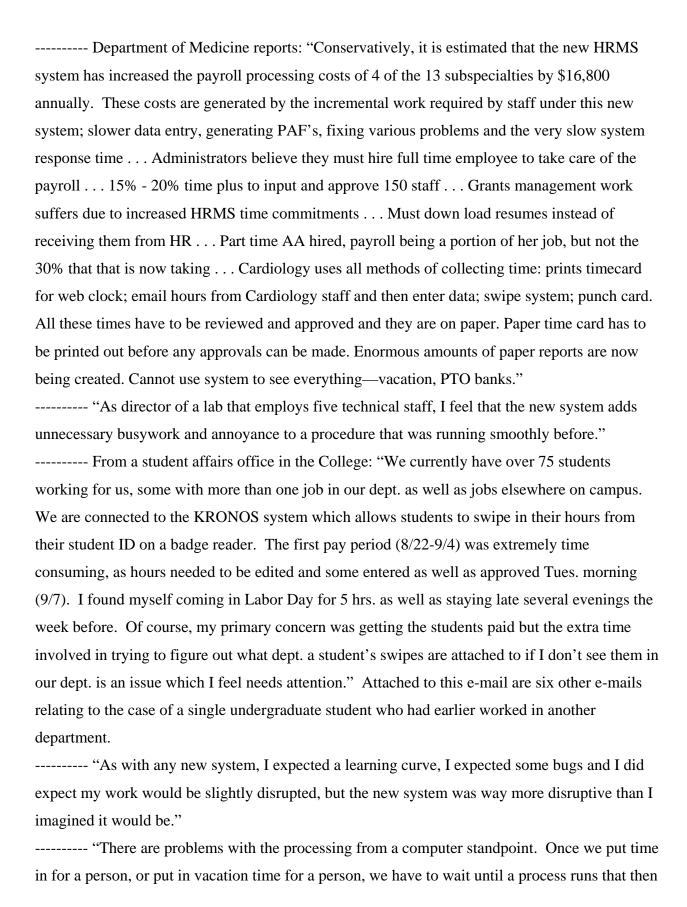
Comments by departments with negative experiences

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.

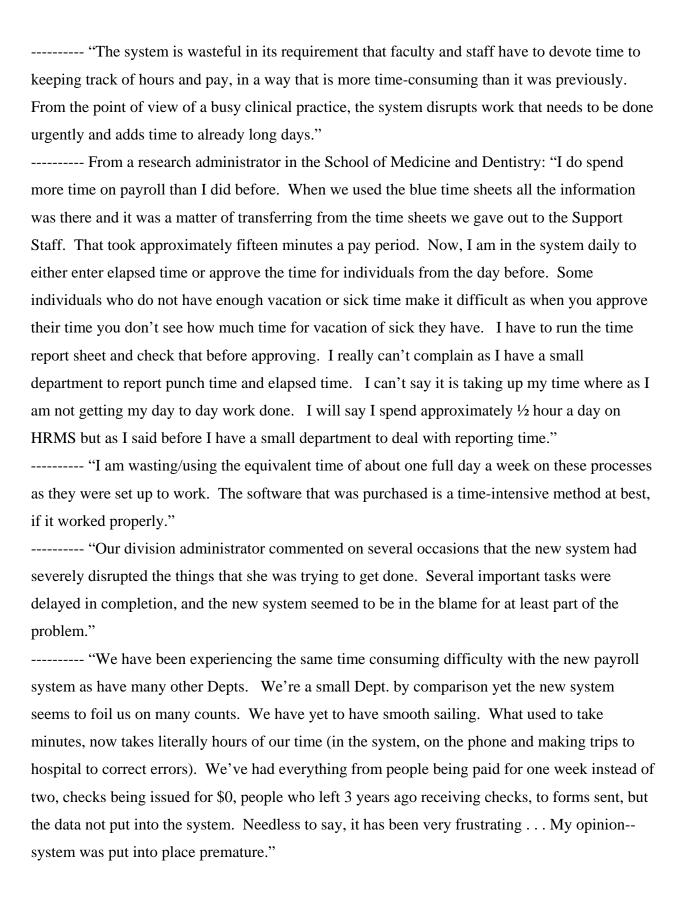
On the following pages, we offer examples from the e-mails and reports we have received to illustrate the specific nature of these concerns.

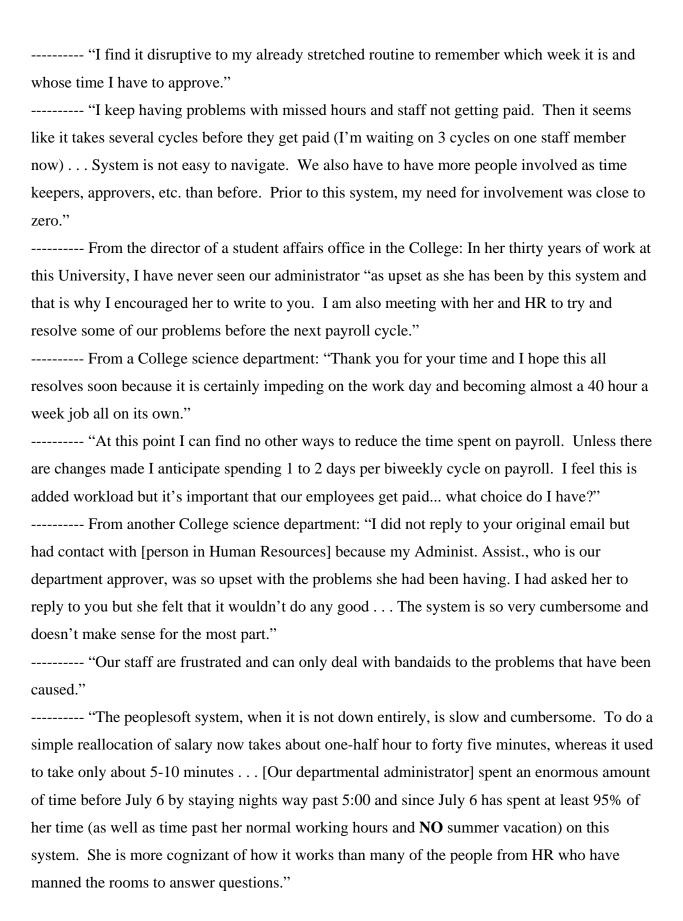
A. Enormous time burden compared to previous system, disrupting normal work. ----- "Faculty and secretaries are now acting as HRM without any compensation in money or lost time. The amount of time lost to anger, frustration and discussion on this system cannot be underestimated. We were not hired to 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)."



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."

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





-----"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

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."

------ "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."

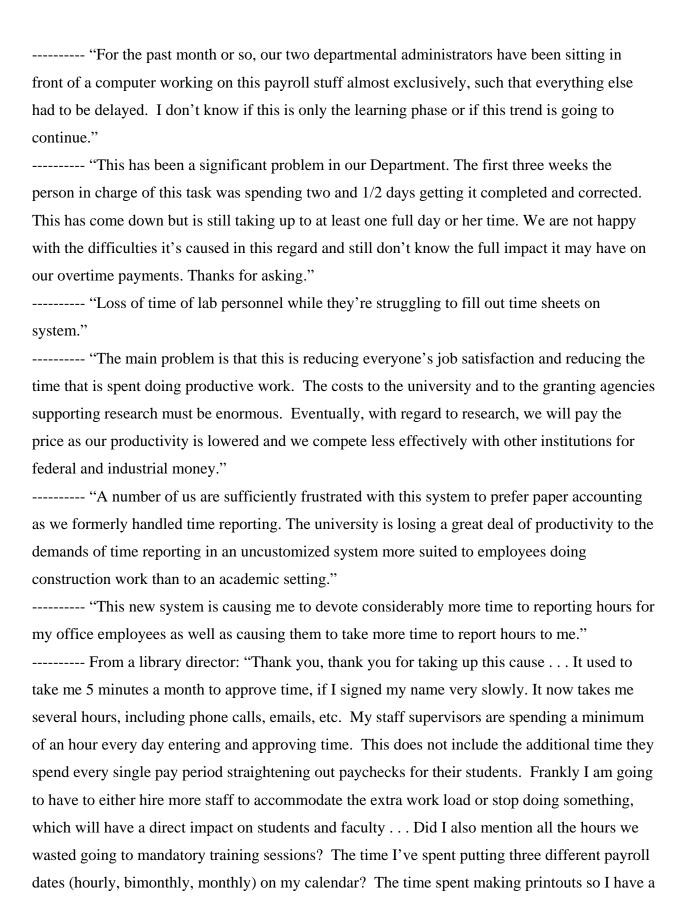
large as the University of Rochester should out-source its payroll if it cannot handle the responsibility of a large payroll itself. I was not hired as a payroll clerk! The new system has forced me to spend my valuable time doing data-entry work which has resulted in my other duties getting seriously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

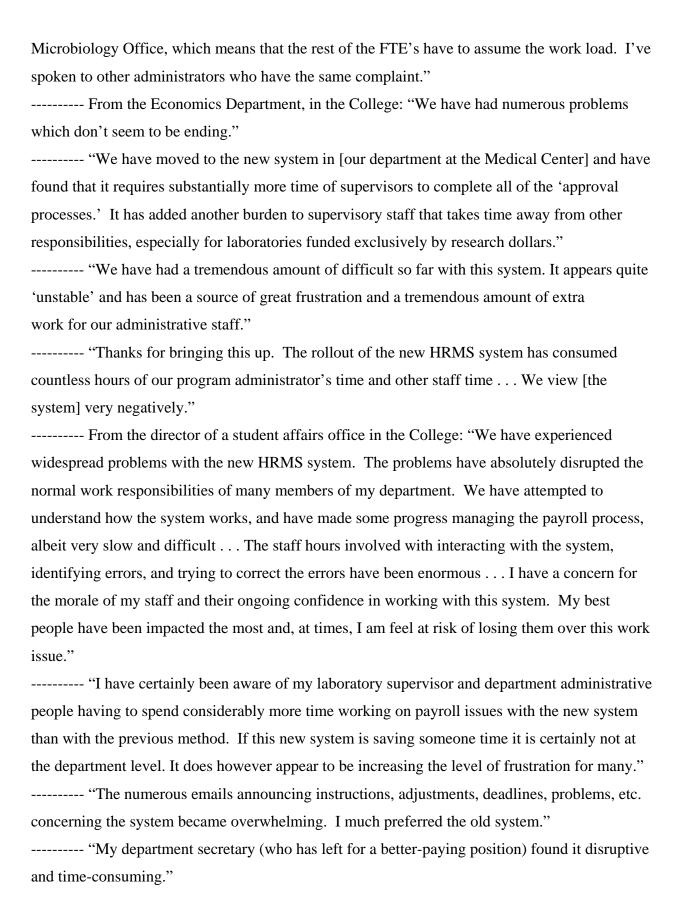
------ From the chair of a social science department in the College: "I am not happy with the sheer volume of e-mail that comes through to me and the departmental administrator . . . concerning timekeeping. It seems fairly clear that the administrator is required to invest far more time in this task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

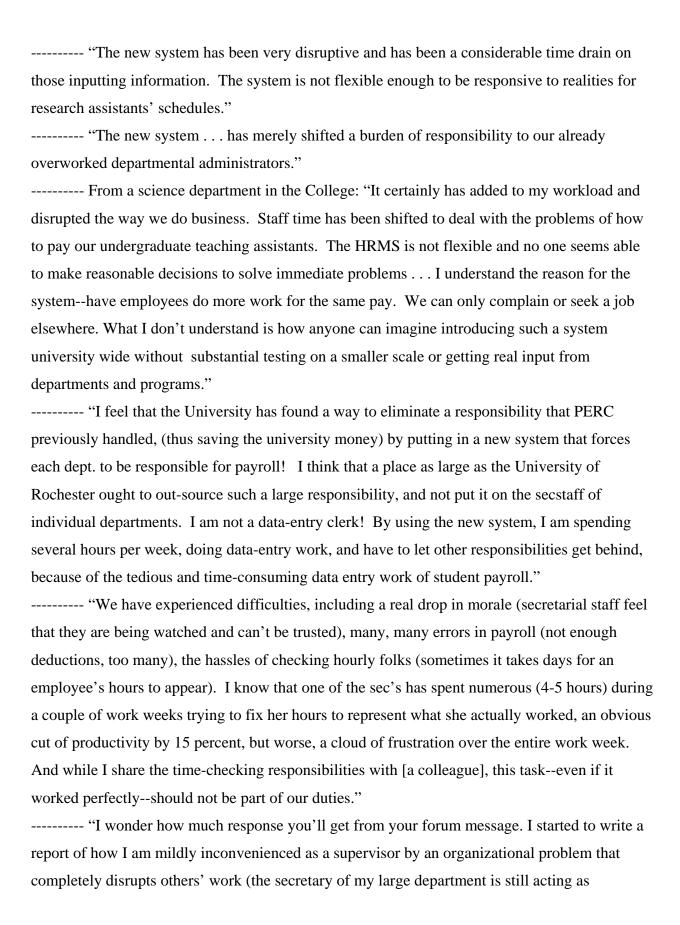
the moment it is coming at the expense of our departmental administrator, whose job description has expanded."

----- "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 one of her job responsibilities 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."



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 1 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





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.

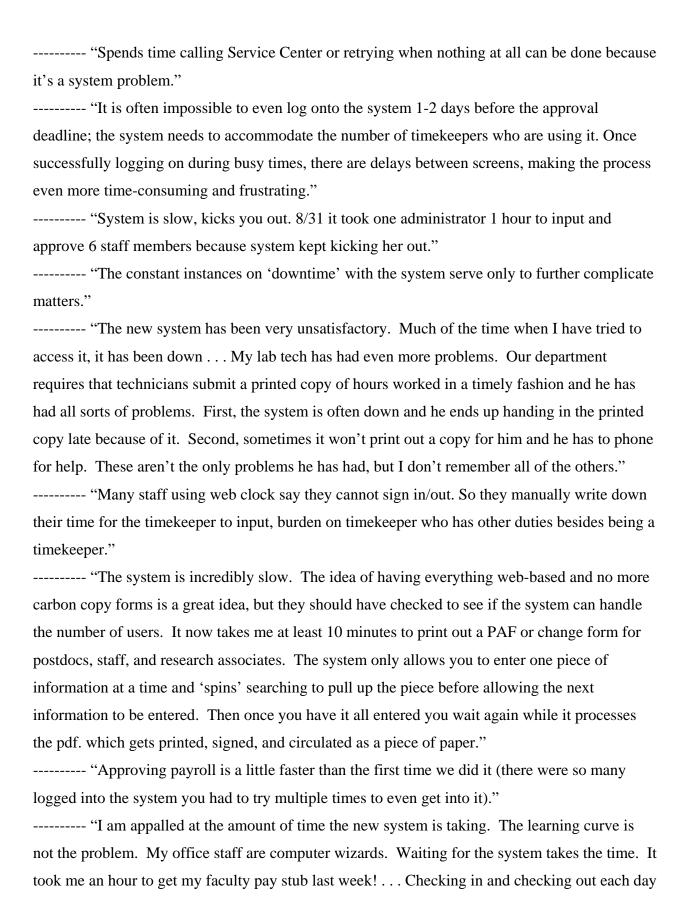
on Monday, September 6: "Hello all - Finance has asked us to inform you that Time Admin will be kicked off at 10 am this morning. Please have all your approvals completed as soon as possible. Thanks."

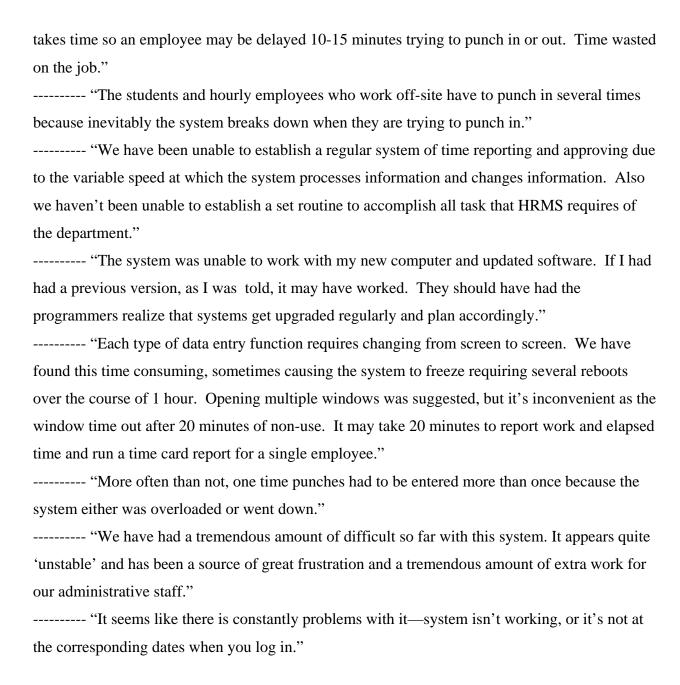
------ Official notice from Marcia Furey (Manager, Office of Human Resources) on Friday, September 17: "The HRMS Project Team will be working on the system tonite, so it will be unavailable at 6:00pm for about 1 or 2 hours to fully resolve the problems encountered this morning. Please let me know if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

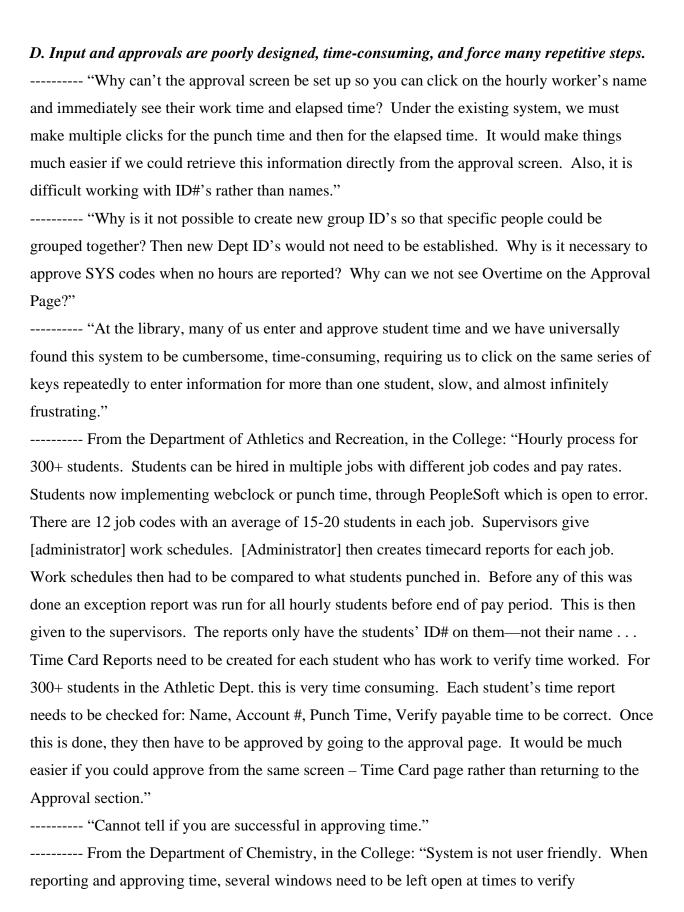
----- Official notice from Timothy J. Eldred (Manager, HRMS) on Monday, September 20: "The HRMS Project Team has advised us that the Time Administration processor for the HRMS system has been running extremely slow today. As of approximately 3:30 PM today, we have over 5,000 rows of time input yet to 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."

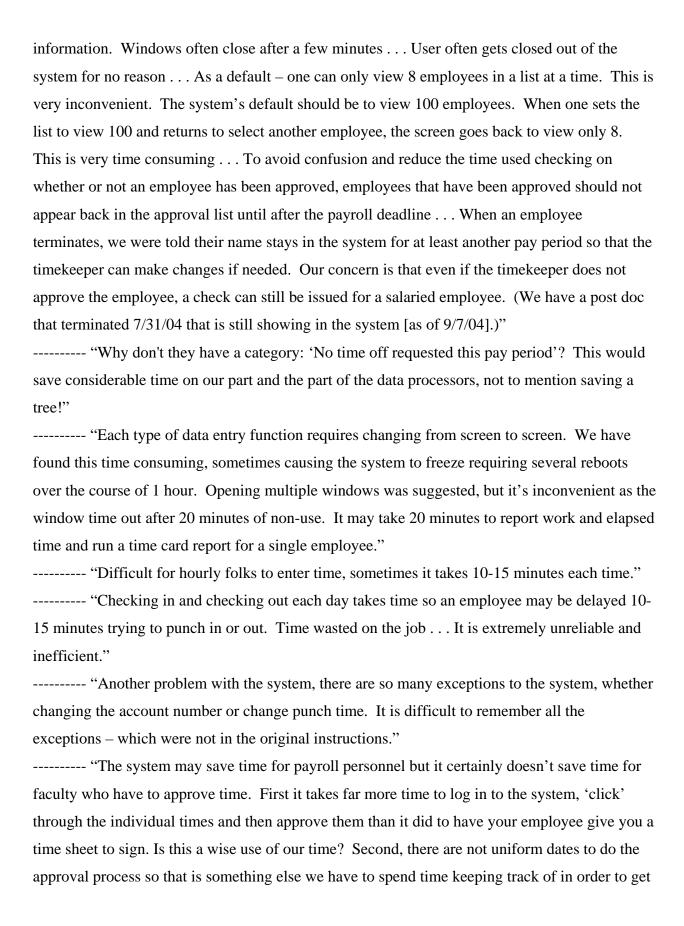
[Feedback from staff, administrators, and faculty]

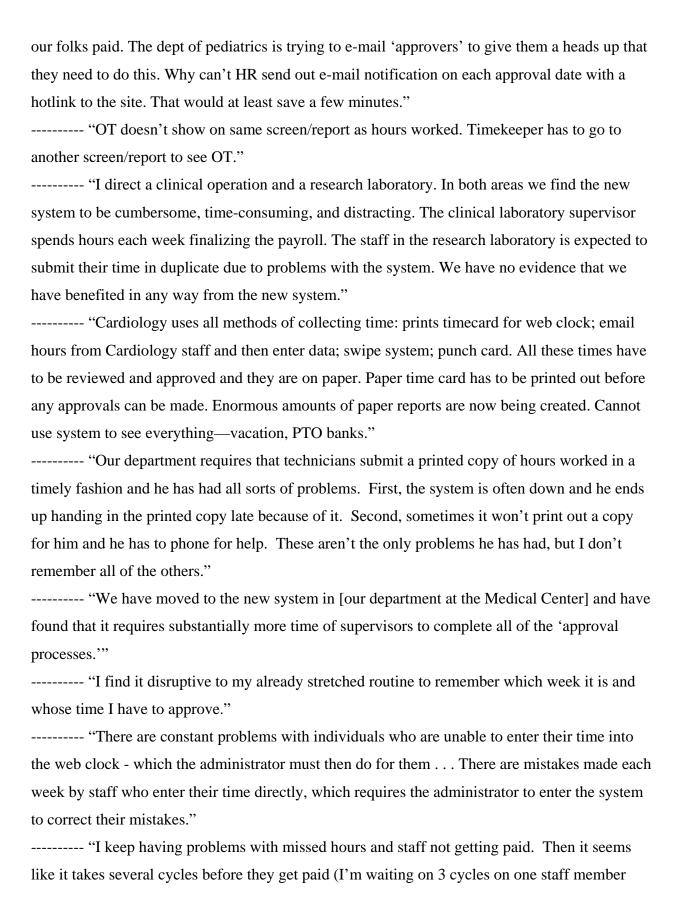


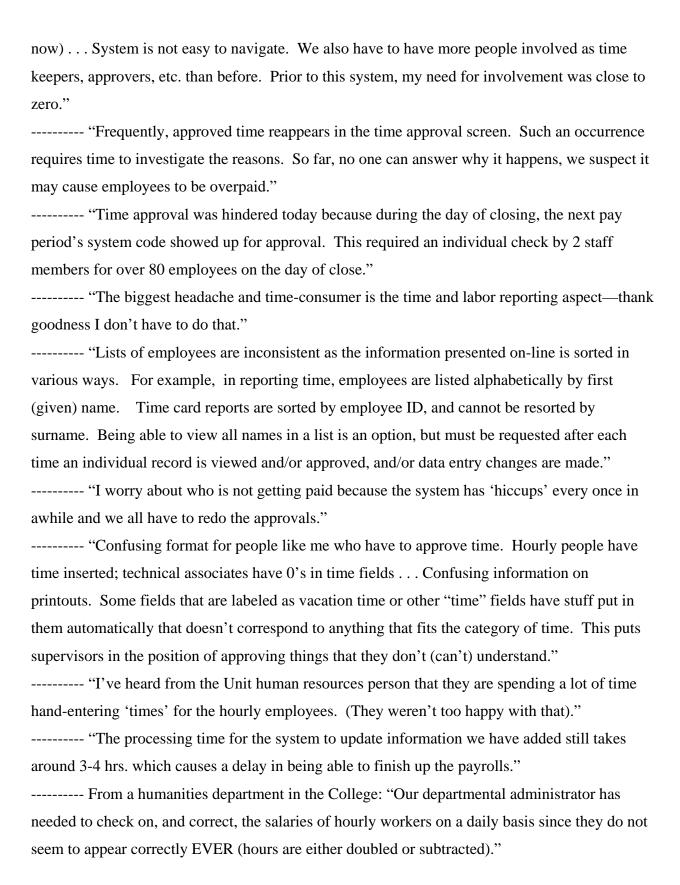


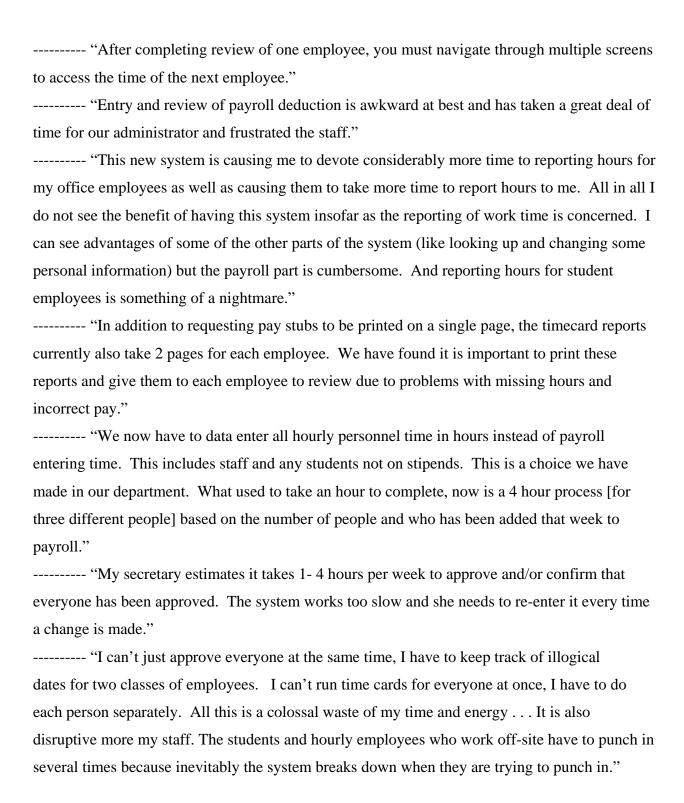
C. The system has compatibility problems with Macintosh computers.
"We are a Macintosh shop and don't use IE. The PeopleSoft8 version appears to be set
up for PC, with only awkward workarounds for the Mac users. And it is sloooowww."
"The forms are not Mac-friendly."
"Personnel forms weren't available (especially for Macs)."



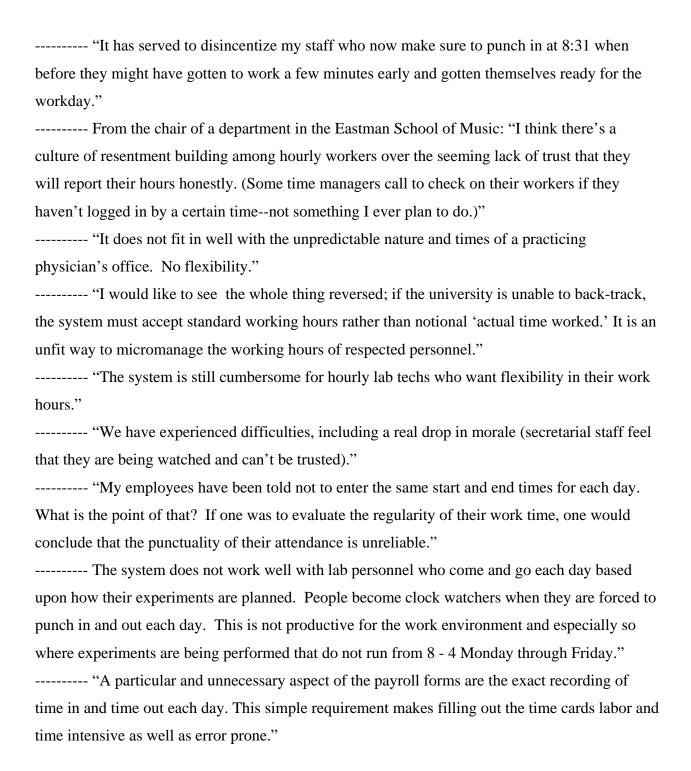








E. Clocked hours are unreliable, inflexible, demeaning, and demoralizing. ----- "Punching the same in/out time does NOT equal the same number of hours each day; accuracy of system is unreliable." ----- "Reporting time by minute is silly and is felt to be demeaning by lab personnel who are charged with "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."



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."

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?"

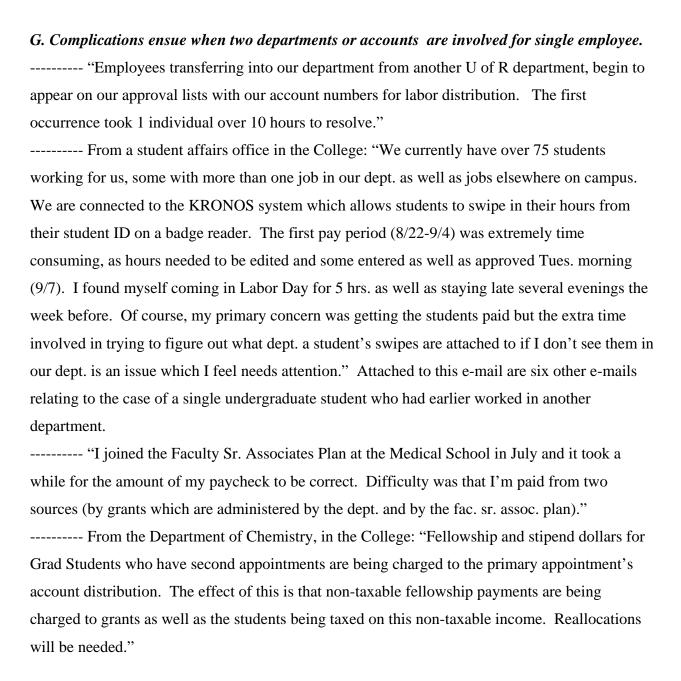
------ From a student affairs office in the College: "We currently have over 75 students working for us, some with more than one job in our dept. as well as jobs elsewhere on campus. We are connected to the KRONOS system which allows students to swipe in their hours from their student ID on a badge reader. 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."

-----"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

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."

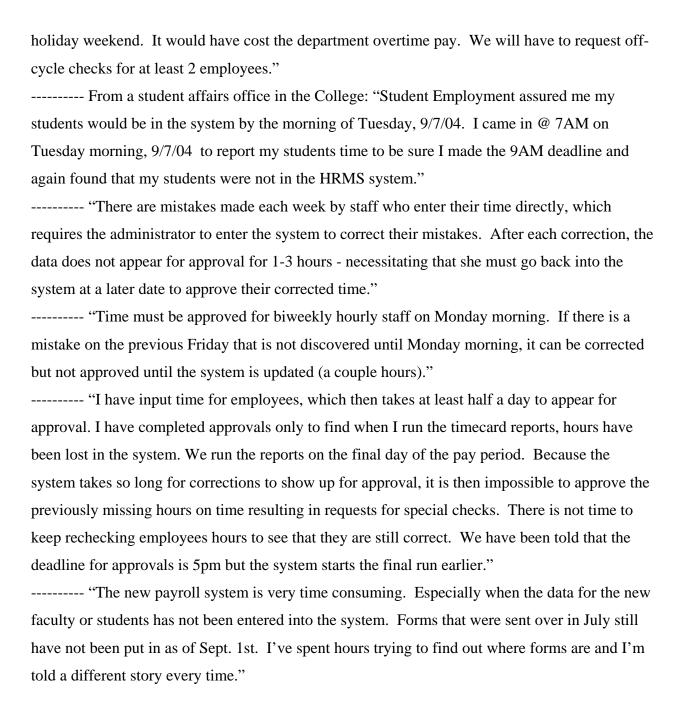
------ "I feel that the new payroll system is extremely time consuming. There is nothing streamlined or quick, about entering payroll time for 40 undergraduate students, with varying pay scale and hours worked. As with every thing else, the Univ. benefits, but not the employees consumed with the work."



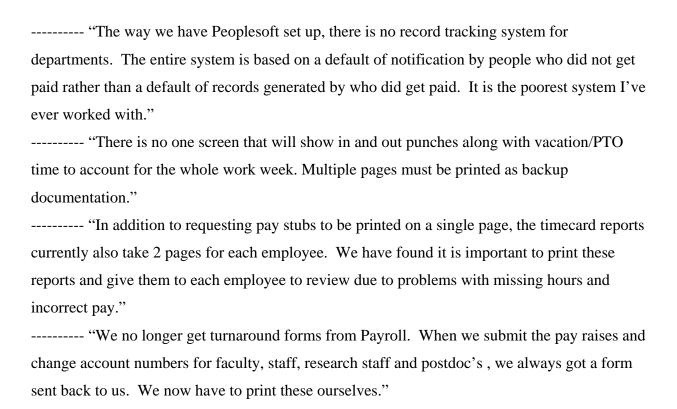
H. Time lags cause serious impediments to input and approval of hours—and extra work.
"I am speechless that we've paid millions of dollars for a system that can't be updated
immediately or even in a reasonable amount of time. It now takes more than eight hours from
the time an employee enters their time 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."

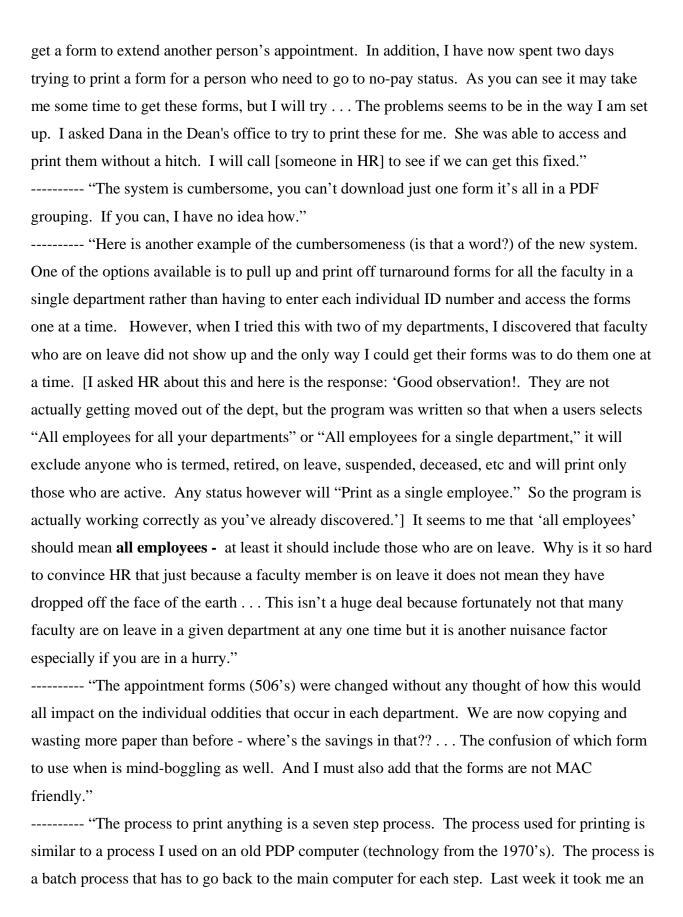
------ "This week we found it impossible to approve all time and corrections before 10:00 on Tuesday, September 07, 2004 due to employee's using the web clock to log their work time for Friday and Saturday, the end of the pay period. The deadline for approvals was changed from 12 noon to 10:00 AM; we 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

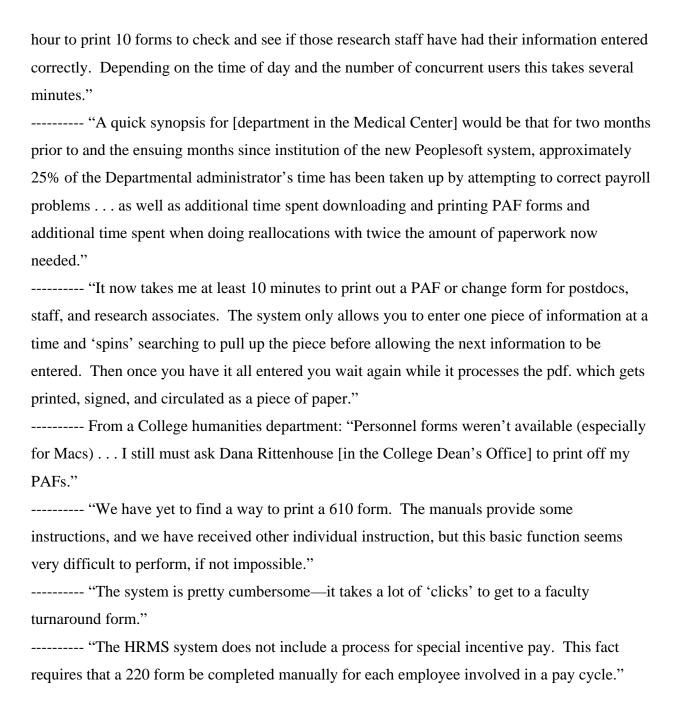


I. There is no easy way currently to view summary information.
Administrators "need a robust report, want to look at a report for entire week for all
staff/faculty. Can review it, but it is not necessarily in the system. Some reports are not
necessarily correct: approval sheet report timecard; backup."
"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."



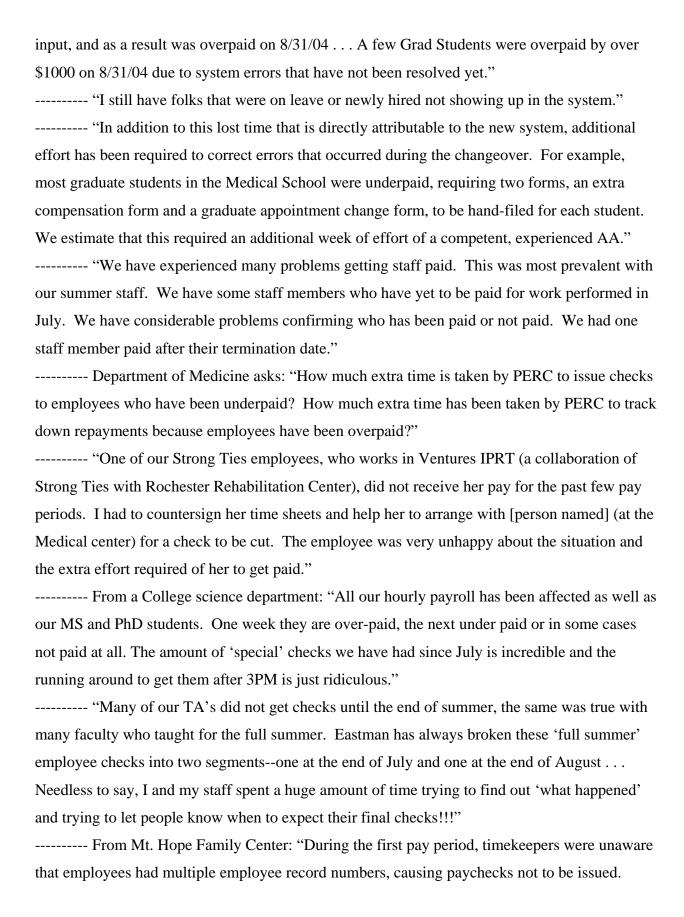
J. New forms are more cumbersome and time-consuming than old forms, or can't be printed.
From the Center for Oral Biology: "Another issue that has created extra time burden on
our staff is in the signature process of the new forms which are no longer multiple copy forms.
For graduate students and postdocs, 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





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



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 offcycle 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

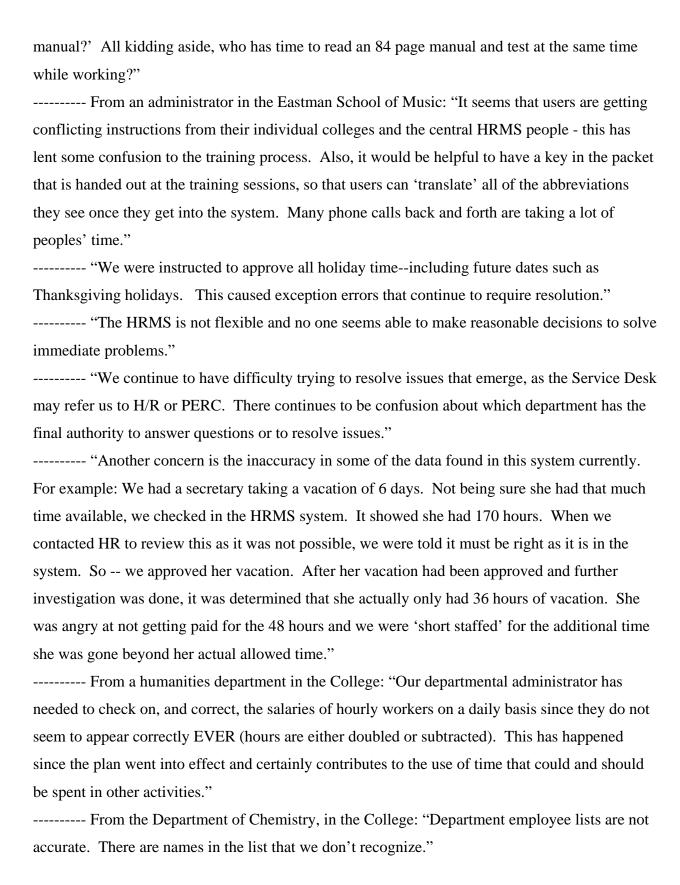
... I was told by payroll yesterday 9/8/04 that I needed to fill out a 'Request Form For Off-Cycle

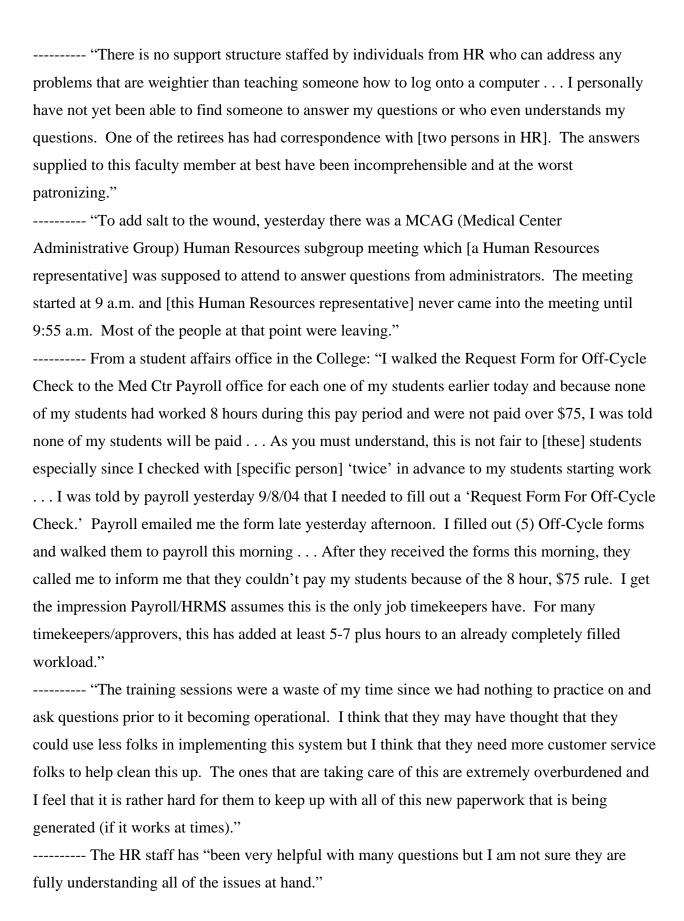
Check.' Payroll emailed me the form late yesterday afternoon. I filled out (5) Off-Cycle forms and walked them to payroll this morning... After they received the forms this morning, they called me to inform me that they couldn't pay my students because of the 8 hour, \$75 rule. I get the impression Payroll/HRMS 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."

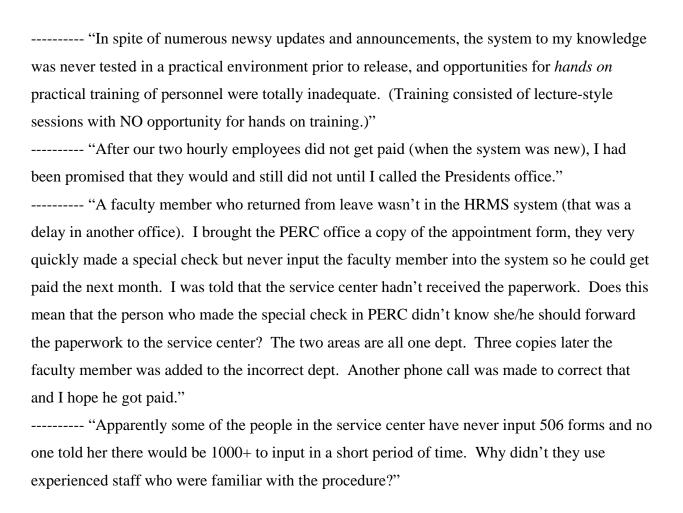
----- "From the beginning of July when my raise should have gone into effect, the system did not recognize it. The proper paper work had been done by the Ophthalmology Dept. but it never reached the system . . . It then took one month before any compensation was given to me . . . The first check of the 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."

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!"







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

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."

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."

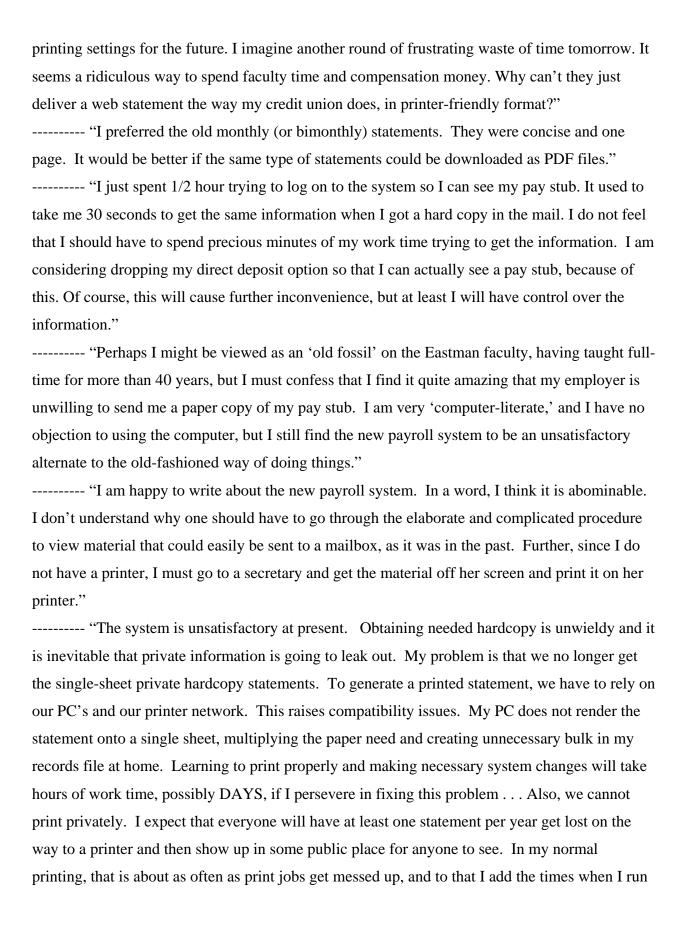
Negative comments (59 responses)

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 successfulin saving the



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.

------ "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."

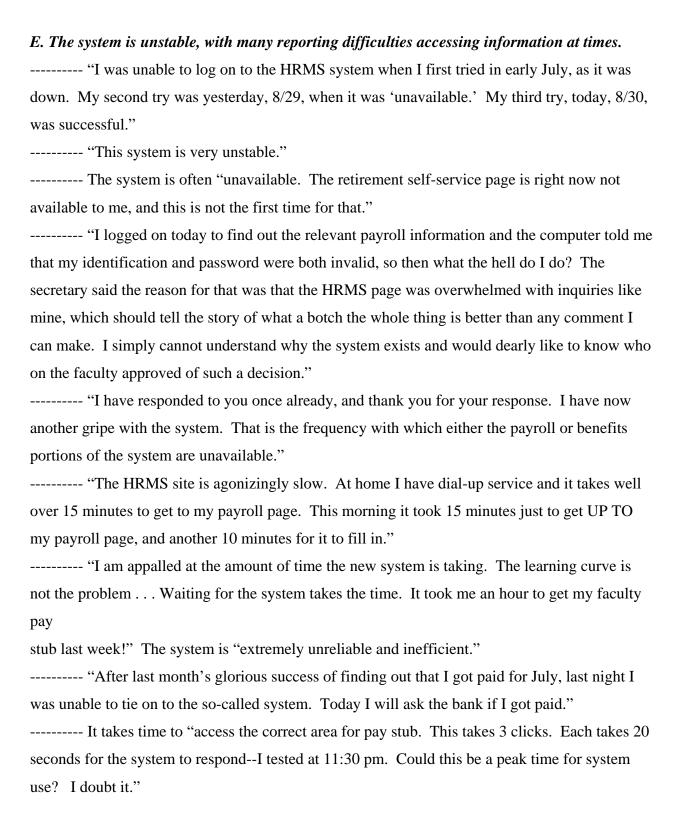
B. Many criticize the separation between retirement contributions and the rest of the pay stub.
"I still find the way retirement is done to be confusing. Why not put it all on the pay stub?"
"The retirement contributions, both voluntary pre-tax contributions and UR
contributions, should be on the same 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 shiftedaway 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 officejust 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."



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."

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."

