



Casual Worker Project Enhanced Operating Model Benefits Measures

Version	Date	Author(s)	Reviewer	Change Summary
0.1	22/09/22	Lee Jenner		Initial draft
0.2	08/11/22	Lee Jenner	RF, LL, LS, SH, NK-B	Incorporate comments
0.3				
0.4				



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1. Executive Summary

The Enhanced Operating Model (EOM) is the second phase of the Casual Work Compliance Project. The aim of this phase was to provide an interim solution to reduce the compliance risk related to casual work until the College is ready to purchase a Casual Work Management system.

The objectives of the EOM were:

- Risk reduction related to Immigration and Employment law compliance (College and individual) related to weekly hours limits.
- Standard processes for hiring departments
- Consistent experience for casual workers

Deliverables

The EOM delivered two in-house developed applications, the **Casual Work Management application** (CWMA) used by staff to setup work assignments and approve timesheet for payroll, and the **Casual Worker Timesheet application** used by workers to submit and track their own timesheets.

Departments transitioned to the new applications in three phases from 21 February 2022 to 23 May 2022. July '22 was the last payroll where any payments for current work were processed outside of the new application. Work completed more than six months prior to the implementation cannot be paid through the system.

Engagement

Effective departmental engagement was a critical part of the approach for the project. The successful implementation of the Interim Operating Model (IOM) in the first phase of the project had established good working relationships between the Service Owner, the project team, and the impacted departments. This positive relationship transferred into the EOM phase of the project with an expanding set of contacts in departments as the EOM included timesheeting and payroll. The User Advisory Group (consisting of departmental staff across all College communities) expanded from 90 members to over 200.






During the design and development of the applications, departments were consulted on the impact that the new applications would have on their ways of working. Prior to the project, the processes were entirely devolved to departments and there was no central visibility of them. Departments understood that the system would need to work the same way for everyone and that department specific variations would not be supported. Where necessary, changes were made to the design of the Minimum Viable Product (MVP).

The implementation of the application went extremely smoothly. To prepare for the transition, the Service Owner and change manager worked closely with each department to support their decision making about how their processes would change, the data to setup in the system, the communications and training to the staff and workers in their department. The time allowed and the



level of support provided meant that when the majority of the departments went live on 23 May, staff and workers were ready. The level of queries and issues were minimal, and these were handled by the Casual Worker Team without the need for additional project support.

Summary of benefits achieved to date:

Benefit/ Desired End State	Measure	Baseline	Target	Achieved
Reduce risk of non-compliance with visa restrictions and other legal and regulatory requirements	Number of Pay8B submissions after go-live.	N/A All submissions were via Pay8B prior to go-live	All casual work payments are submitted to payroll via the application.	 All payments since July '22 processed via the application.
Time savings for departmental staff	Surveys	No baseline taken.	Overall reduction in effort in hiring departments due to more efficient processes and reduced queries.	 64% report own effort reduced. 48% report effort reduced across the department.
Time savings end to end	Comparison of effort in the Casual Worker Team before and after	Monthly effort to produce payroll – 4 days	Reduce by 50%	 Reduced by 50%
Increased satisfaction with the casual worker processes	Surveys	N/A as the processes were department specific prior to go-live	80% satisfaction rating (4 of 5 stars)	  4.2



2. Project delivery approach

The EOM project delivered two in-house developed applications, the **Casual Work Management application** (CWMA) used by staff to setup work assignments and approve timesheet for payroll, and the **Casual Worker Timesheet application** used by workers to submit and track their own timesheets.

Departments transitioned to the new applications in three phases from 21 February to 23 May 2022.

The ICT led development team introduced a new agile methodology to work with the Service Owner(s) to agree the design of Minimum Viable Product. Development iterations will be planned as part of 'business as usual'.

3. Anticipated benefits

The implementation of the EOM had the following anticipated benefits, in addition to those achieved in the earlier phase with the implementation of the Interim Operating Model:

Benefit/ Desired End State	How it will be measured	Baseline	Goals after all phases embedded
Reduce risk of non-compliance with visa restrictions and other legal and regulatory requirements	Number of Pay8B submissions after go-live.	N/A All submissions were via Pay8B prior to go-live	All casual work payments are submitted to payroll via the application.
Time savings for departmental staff	Surveys	No baseline taken. It would have been extremely difficult for departments to collate the information across all their staff.	Overall reduction in effort in hiring departments due to more efficient processes and reduced queries.
Time savings end to end	Comparison of effort in the Casual Worker Team before and after	Monthly effort to produce payroll – 4 days	Reduce by 50%
Increased satisfaction with the casual worker processes	Surveys	N/A as the processes were department specific prior to go-live	80% satisfaction rating (4 of 5 stars)

Table 1: Anticipated benefits



4. Surveys

Two surveys were sent to staff:

- **Contacts**, i.e., staff who were directly involved with the project team, were asked about the benefits and drawbacks of the new application and processes, and about their engagement with the project team.
 - 206 people emailed
 - Six were on maternity leave and 13 had left the College, leaving 187
 - 65 replied
 - Response rate of 35%
- **Users**, i.e., staff who were setup to use the application and whose only contact with the project team was in training or not at all, were asked about the benefits and drawbacks of the new application and processes.
 - 1,204 people emailed, requesting that they reply only if they had used the application
 - 70 replied
 - Response rate 6% of those emailed, unable to determine % of actual users that replied

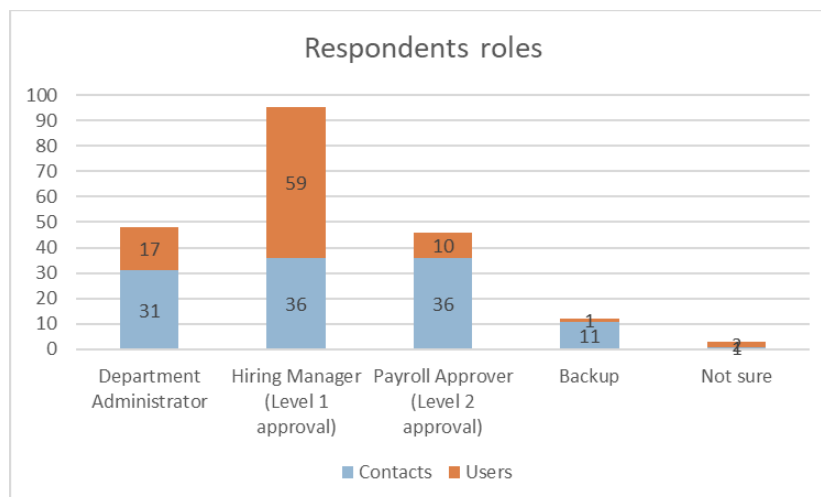
Respondents

- Responses were received from all faculties and a wide variety of departments.

Faculty	Responses	Departments
Business School	12	4
Faculty of Engineering	47	10
Faculty of Medicine	29	10
Faculty of Natural Sciences	13	4
Institutes	3	3
Professional and Technical Services	31	19
Total	135	50

135 Responses
All Faculties
50 Departments

- Respondents covered the three system roles that are performed in departments. There are a few Department Administrators and Payroll Approvers in each department, and they were more likely to be in direct contact with the project team. There are many more Hiring Managers, which includes academics who hire casual workers to support teaching and research.

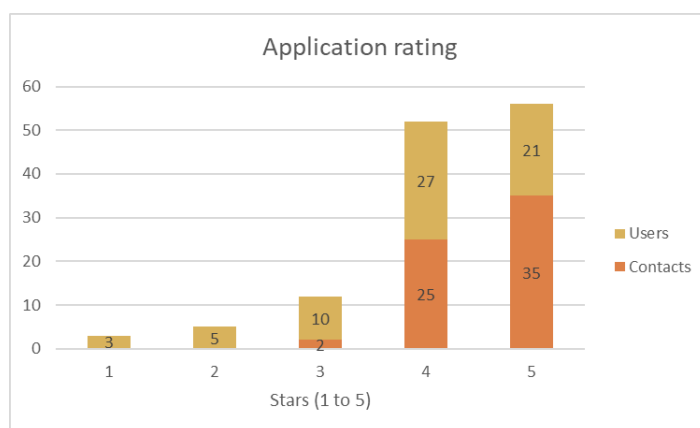


Backups do not normally use the system but are able to if required.

5. Benefits measures

a. Increased satisfaction with the casual work processes

The application received a rating of 4.2 stars out of 5. Target: 4.0.





Comments

These quotes were taken from the surveys. They are indicative of the comments received from many of the survey respondents, comments at our User Advisory Group meetings and emails sent to the project team



b. Reduced effort in departments

There has been an overall reduction in effort in departments, although particular individuals and departments have experienced an increase.



- 64% of respondents say their own effort has been reduced. 15% say that their own effort has increased.
- 48% say the effort has been reduced across the department. There is an uneven split between Contacts (63%) and Users (34%). 4% of respondents say the effort across the department has increased.

There are two main causes for an increase in effort for particular individuals and departments. Firstly, some of the previous bespoke systems and processes allowed for a single click to approve all the timesheets. In the new application, each timesheet must be approved individually, although there is the ability to use Excel functionality to speed this up. Secondly, in some departments, people who were not required to approve timesheets, are now required to approve in the system for payment to proceed.

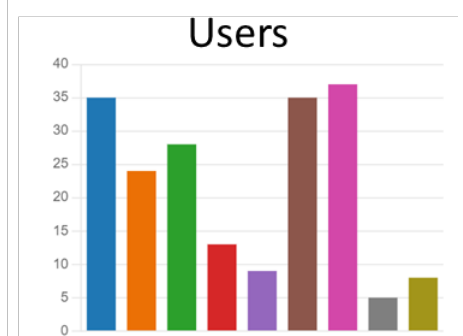


Benefit	% of Contacts	% of Users	% of all respondents
Reduced time and effort for me	80%	50%	64%
Reduced time and effort across the department	63%	34%	48%
Increased visibility of casual work	60%	40%	50%
Improved reporting of actual spend	31%	19%	24%
Improved ability to answer worker queries	37%	13%	24%
Easier for workers to submit timesheets	72%	50%	61%
Improved timesheet approval process	80%	53%	66%
No benefits	0%	7%	4%
Other	8%	11%	10%

When asked to identify the benefits relating to reduced effort and improved access to information, Contacts and Users gave very similar responses. 77% selected multiple benefits. Only five users believe the app provides no benefits or improvements.

4. What benefits or improvements does the new app provide? (Select all that apply)

- Reduced time and effort for me
- Reduced time and effort across ...
- Increased visibility of casual wor...
- Improved reporting of actual sp...
- Improved ability to answer work...
- Easier for workers to submit tim...
- Improved timesheet approval pr...
- No benefits
- Other





c. Reduced effort end to end

Effort in the Casual Worker Team to produce the October 2022 payroll reduced by 50% from 4 days to 2. Target: 50% reduction



Effort has been reduced because the applications check for compliance and duplicates and restricts the entry of costing information to valid values.

Further reductions are expected when there are no Pay8Bs submitted. In October there were four Pay8Bs submitted for work completed more than six months ago. If there are no Pay8Bs, the team will run an 'overnight activity' to produce the payroll with minimal effort required.

d. Reduced compliance risk

Compliance risk has been significantly reduced.



Timesheets cannot be entered for work that exceeds the worker's visa restrictions, are before a Right to Work check, are before a Casual Hours Agreement or Assignment Confirmation have been issued, or after a Right To Work expiry.

From August 2022, all casual pay must go through the application. Pay8Bs are only accepted for work undertaken more than six months prior to the application go-live.

e. Unanticipated benefits

Respondents described these additional benefits:

- Everything in one place
 - Centralised input and processing of data
 - Central location of active worker information
 - Easier to see summary of forms needing approval and approved
- Self service
 - Teaching staff no longer have to submit hours on behalf of their teaching assistants
- Improved quality of information
 - Process is less open to making mistakes

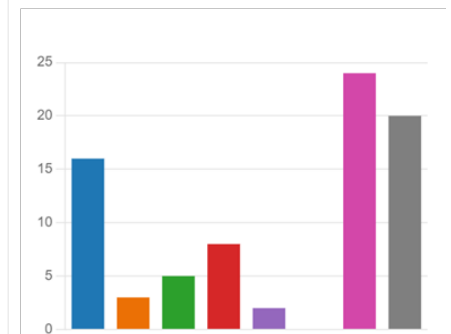
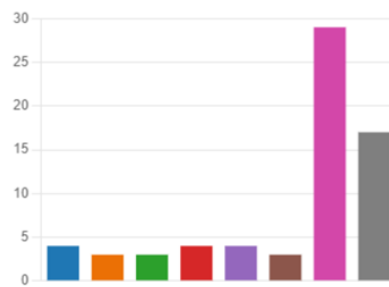


6. Drawbacks

When asked about drawbacks of the system related to reduced effort and improved access to information, the most popular response from both Contacts and Users was 'No drawbacks'. However, the two groups gave different responses in a few areas.

6. What drawbacks have you found with the new app? (Select all that apply)

- More time and effort required b...
- More time and effort required a...
- More difficult for workers to sub...
- More problems with timesheet ...
- Reduced useful reporting of act...
- Reduced ability to answer worke...
- No drawbacks
- Other



Some Users reported that the application requires more time and effort for them. See section 6.b. above for an explanation of the cause.

Suggestions for application enhancements

- Notifications – additional notifications the day before payroll cut-off, some would like notifications as each timesheet is submitted
- Add a way for a worker to select work-type/activity completed instead of having to add this information in the comments
- Include total pay + College uplift in reports
- Let workers know on their homepage when pay cycles and deadlines are
- Option for level 2 rejection to go to Level 1 approver rather than worker
- Simplify the Level 1 approval interface. It is not clear exactly which place to go to accept the claim. Reduce the columns displayed. Include and Approve All option.
- Ability to lock in my department budget codes rather than selecting and typing them every time
- Display the total hours claimed by a worker during a chosen period as well as the total funding spent on a worker
- Ability to bulk upload timesheets.
- Doesn't work well on mobile phone
- Activity drop-down that only gives description as well as code.
- Ability to change the hiring managers when students enter the wrong one.
- Ability to approve for other managers if they are unable to approve.



Training opportunities

- How my comments about the rejected timesheets look from the worker's side
- Searching for specific workers in Timesheets and Requirements Schedule
- Fields that the Level 2 Approver alter in a timesheet
- Refresher on reporting
- Setting up views for Level 2 Approvers to filter to their timesheets
- How to bulk upload casual workers to the RS. I have been doing this on a one-by-one basis and this is quite time consuming. If guidelines on bulk uploading could be circulated to users that would be very helpful
- How to review previously approved timesheets.

7. Follow-on recommendations

- Add the suggested enhancements to the continuous improvement process for review and prioritisation
- Communicate the answers to some of the training related queries via the Contacts
- Survey casual workers in January 2023. Workers were not surveyed for this report because there is a high turnover with a large number of new workers starting in October. For accurate feedback it will be best for workers to use the application for a couple of months before surveying.