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University's Time & Labor project makes progress with stakeholders [1]



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The first phase of CU's Time & Labor project [3] is nearly complete, with valuable information gathered from 140 stakeholders across four campuses.

This project phase focused on documenting the current state of CU's timekeeping and leave request business processes. Gathering feedback from employees and departments directly affected by a future transition away from My Leave supports the university's goal to move to a solution that meets department needs and goals.

Since the project update in May [4], the project team has continued working with campus subject matter experts (SMEs) to document all timekeeping and leave request processes, identify pain points and opportunities for improvement, and identify other timekeeping systems used outside of My Leave.

The work of Phase 1

First, project teams met with groups who use My Leave and documented their processes. Next, sessions were conducted with the groups that use third-party systems for timekeeping and leave request procedures. In both cases, these processes produce the data that feeds to CU's payroll and benefits processes, making this work extremely important for determining options for the design and function of a uniform timekeeping solution.

This table summarizes the progress made in relation to My Leave* use:

MyLeave Session Stats:	
Number of participants from across CU	140
Number of pain points identified	241
Number of high-level requirements identified for a future-state solution	484

*(*Note: Third-party sessions are still in progress.)*

CU Boulder, CU Denver and UCCS have completed all sessions, and the Anschutz Medical Campus is nearly finished holding sessions with departments that use third-party systems. The final data gathering for Phase 1 should be completed in October.

The project team will analyze all findings from the current state data gathering and use those results as the foundation for key decisions to be made during Phase 2 – Decision Making.

The Time & Labor project's next phase

With the information gathered in Phase 1, the project team will develop recommendations in Phase 2 to address the opportunities and pain points shared by campus SMEs. A tiered decision model has been developed to ensure the project aligns with CU's strategic needs and appropriately supports operational processes for time entry and leave requests.

The decision model also considers impacts to upstream and downstream processes. Following this decision-making phase, the project will move into the planning process for implementing a new timekeeping solution. The timelines for future phases have not been established but will be shared as soon as they're finalized.

Please see below for a description of the decision tiers:

Tier	Description	Level of Impact	Decision Maker
Tier 4	Tier 4 decisions are strategic in nature and require the highest level of decision authority.	Very High Impact	**Vice Chancellor Group:** Chief Financial Officers and Chief Operating Officers from each campus
Tier 3	Tier 3 decisions are also tactical in nature and are expected to have a high level of impact. Examples include when disparate practices across campuses are determined to require standardization, policy changes or situations with technology tool changes.	High Impact	**Project Steering Committee:** Chief Human Resources Officers and Chief Information Officers from each campus
Tier 2	Tier 2 decisions are tactical and may fundamentally change how an existing process works or how the roles/responsibilities involved perform the process.	Moderate Impact	**Campus HR Leads:** HR Directors/AVCs from each campus

Tier	Description	Level of Impact	Decision Maker
Tier 1	Tier 1 decisions are expected to be operational in nature with minimal impacts to how people perform their jobs (e.g., process improvements to streamline how work is executed, improve quality, and/or timeliness).	Low Impact	**Employee Services Department**

The project team is committed to working together and transparently sharing information that impacts HCM professionals across a CU departments. The core project team is comprised of people from all CU campuses and System Administration. For further details, review the Time & Labor website's frequently asked questions [5].

Please send Time & Labor project questions to TimeandLabor@cu.edu [6], and a project member will respond.

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