

California Department of Corrections and Rehabilitation Optimizes Staffing Using Kronos TeleStaff

Kronos for Public Safety | CASE STUDY



EMPLOYEES: 35,000
corrections and medical staff
using Kronos® TeleStaff™

INDUSTRY: Correctional

PRODUCTS:
Kronos TeleStaff

The California Department of Corrections and Rehabilitation (CDCR) runs 34 adult institutions and two juvenile centers, each with a medical unit managed by California Correctional Health Care Services (CCHCS). With facilities spread around the state, CDCR employs 56,000 people, from correctional officers to medical staff. The organization's mission is to protect the public by safely and securely supervising adult and juvenile offenders, providing effective rehabilitation and treatment, and integrating offenders successfully into the community.

CHALLENGES

- Using disparate legacy systems and manual processes to schedule staff required time-consuming manual analysis and validation.
- Applying business rules consistently across the enterprise, including assigning shifts and overtime by seniority, was challenging.
- Greater accountability of staffing, posts, overtime costs, and leave usage was needed.
- Lack of real-time labor data made efficient workforce management difficult.
- HR staff at each institution spent days manually calculating staff overtime.

SOLUTION

- Kronos TeleStaff automates employee staffing and communications, helps control labor costs, and minimizes compliance risk.

BENEFITS

- Uniform scheduling and overtime assignments by seniority helps ensure compliance with union and department rules and better overtime management.
- Greater employee leave usage accountability has improved leave management and reduced leave-time accounts receivable.
- Real-time labor data and reporting, by institution and across the enterprise, give managers the timely information they need to increase efficiencies and optimize the workforce.
- Bidirectional integration with the CDCR's SAP time management solution exchanging employee schedules — as well as payroll, punch, and accrual data — helps free up significant staff time and improve payroll accuracy.

*“Kronos TeleStaff allows us to **maximize the effectiveness of our workforce**. This enterprise solution gives us real-time data on individual institutions statewide and analysis on it.”*

Joe Panora, Director
Enterprise Information Services
CDCR

THE STORY — CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION

The California Department of Corrections and Rehabilitation had been using stand-alone legacy and manual systems to staff 2,000 vacant custody and nursing positions daily as a result of sick calls, vacations, etc. Ensuring that overtime was allotted fairly based on seniority and the organization's four collective bargaining agreements were applied consistently was challenging. HR staff at each institution also spent days calculating employee overtime. With workforce data maintained separately by each institution, gaining an enterprisewide view of the workforce was time-consuming.

After selecting and implementing Kronos TeleStaff to automate employee scheduling and connecting it to CDCR's SAP time management solution, a new enterprise time and shift solution was deployed. Through integration, over 700 CDCR and CCHCS scheduling staff use Kronos TeleStaff to pass assignment schedules and payroll data to SAP, which accurately captures scheduling data, processes time, and calculates overtime. CDCR has seen scheduling uniformity, consistent application of rules, and better overtime and leave management, data sharing, and payroll accuracy. Decision makers have real-time visibility into the disposition of CDCR's 35,000 posted custody and nursing staff.

Collaborative change management process.

"Implementation was a team effort from beginning to end," says Paul Smith, program director, Business Information Systems. The team included not only IT staff, but also HR and institution staff who had used the legacy systems. Union representatives were included too. Having buy-in from all parties from the beginning hastened acceptance.

The team conducted parallel testing during a one-year pilot to uncover and correct issues before full rollout.

"During the pilot we realized we were participating in something that would be amazing, that would be successful on a huge scale," shares Ken Ritzman, user project manager. Seeing the success, institutions later on the implementation schedule clamored for an earlier rollout date.

Standardization and consistency deliver fairness.

Automating employee scheduling has created scheduling uniformity and reduced grievances, with all department and union policies built in to the solution.

"Standardization helps ensure that everybody is treated the same" says Smith. "Now there's one set of seniority rules, so shifts and overtime are awarded consistently." When legislation required reducing the inmate parole population and led to layoffs, standardized seniority guided a fair reduction in the workforce. An enterprisewide view of the workforce enables efficient post placements.

Integration across scheduling, time management, and payroll ensures employees receive accurate regular, overtime, and premium pay. "Whether they are at their home institution or another, we can track their work and make sure they are paid correctly," explains Ritzman.

Better leave management.

Leave-time accountability has improved too. Before, employees who took leave could be unaware they had no time available and owed CDCR for this time. Now, with real-time leave balances, if employees call in sick and have no leave time, they are made aware of this situation, reducing sick leave taken and instances of docked pay.

Real-time data optimizes workforce management.

Gaining enterprisewide workforce data used to require merging institutions' spreadsheets, with data often 30 to 60 days old. "Kronos TeleStaff allows us to maximize the effectiveness of our workforce," says Joe Panora, director, Enterprise Information Services. "This enterprise solution gives us real-time data on individual institutions statewide and analysis on it."

A color-coded report shows managers which employees regularly take sick leave immediately before or after their regular days off. Vacancy reports show which posts are most often vacant, potentially increasing overtime costs to staff them.

"This data allows us to dig deeper into the root causes, to do overtime analysis by institution and do comparisons," explains Smith. "We can look at data from an enterprise standpoint and how to make decisions and save money from a micro and macro level."

Automated processes save \$1.5M, improve productivity.

Calculating overtime used to take up to five HR staff at each institution four or five days every month. Overtime is now calculated automatically, creating potential savings of \$1.5 million annually, and these employees can focus on other job activities.

"Because processes are more efficient, we have more time to do analysis," says Smith. "We don't need to spend as much time on administrative overhead but can do analysis to make us more efficient."

Making future plans.

As CDCR looks to further optimize its workforce, it plans to roll out Kronos TeleStaff shift and vacation bidding functionality as well as upgrade to the latest version, which offers a real-time dashboard.

"Our goal is to become automated end to end," says Panora, "so we can be as efficient as possible."



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