



ARRA Brings Opportunity — and Responsibility

Transparency and accountability are just two of many reasons state and local governments turn to workforce management solutions.

THE AMERICAN Recovery and Reinvestment Act (ARRA) of 2009 will present great opportunities to state and local governments. It also will bring tremendous responsibilities. While ARRA will provide economic stimulus to create jobs and aid financial recovery, it also will require unprecedented levels of transparency, oversight, and accountability as to how government agencies spend the funds.

State and local governments – and educational institutions – will need a higher level of information tracking and reporting. But how will organizations respond? How quickly? How can they track new workers and efficiently report – with the appropriate level of detail – how funds are being spent? These are key questions that must be answered.

Because of this urgent new challenge, state and local governments need a comprehensive workforce management system that helps control labor costs and minimize compliance risks while improving transparency and accountability.

Kronos has been providing these kinds of solutions to government organizations for years. Working with Kronos, government agencies have found a solution that's completely automated, centralized, and dependable. It's less expensive than other methods and can be deployed quickly. The solution provides high-quality information, improves workforce productivity, and brings substantial cost savings.

Centralized control and automation greatly reduce administrative time. And the Kronos solution helps ensure that workers are not over-allocated to a certain project, are paid correctly, and are granted accurate leave and vacation time. Kronos also helps managers plan for future staffing levels, overtime, and other workforce issues. By streamlining processes in workforce timekeeping and reporting, Kronos helps an organization focus on its core mission. And it can be a critical enabler in tracking and reporting how ARRA funds are spent.

A Good Fit

More than 40 percent of state and local operational budgets pertain to labor costs. And with ARRA creating or saving more than 3.5 million jobs over the next two years, new employees will be added throughout government agencies and contracting organizations.

Kronos helps track new workers, controlling labor costs and numerous other key areas that are critical to ARRA success for state and local governments. These include reporting on time and effort related to grants, having detailed visibility and control of the workforce, and providing transparency and accountability.

Prior to ARRA's passage, state CIOs polled by the National Association of State Chief Information Officers had already named their priorities for 2009. Many of those priorities touched on the same issues raised by ARRA. These include consolidation and centralization of technology, controlling costs, meeting budget goals, and improving transparency. Meeting these goals will be much easier with a solid workforce management tool.

Kronos also is popular with educational institutions. That's because as much as 80 percent of operational budgets for K-12 and higher education are tied to labor. Education needs the same assurances as state and local governments that funds are being spent properly, and labor is a big part of that.

The strength of the Kronos system is its focus on automation and centralization. Complete automation eliminates paper and manual work, and speeds processes. It aids compliance with union contracts, and with laws such as the Fair Labor Standards Act and the Family and Medical Leave Act. Centralization puts the data in one place, where it can be easily viewed, analyzed, and reported.

Four Key ARRA Challenges

State and local governments must use and track ARRA funds wisely. Following are four crucial concerns:

Track New Workers and Control Labor Costs:

Governments need to control costs, and labor significantly contributes to those costs. Kronos can accurately track and report on employees, giving a complete view of what the workforce is doing. It helps manage overtime, reduce over-scheduling, and comply with rules and regulations.

Increase Transparency and Accountability:

President Barack Obama has assured the American people that ARRA spending will be transparent to taxpayers. Governments must make wise spending decisions. Spending must be done thoughtfully and monitored carefully. A completely automated system is beneficial to delivering on government promises related to the workforce.

Improve Visibility and Control:

Government leaders need access to real-time information about the workforce to make good decisions. Accurate, up-to-date data is vital in being flexible and making quick decisions. With Kronos, key ARRA indicators can be tied to a government agency's data. Dashboards can display data, reports, alerts, and other information critical to ARRA success.

Accurately Report on Time and Effort for Grants:

Economic stimulus grants are an important part of ARRA. It's imperative for governments to track in proper detail the amount of time and effort spent on grant projects. Agencies must be able to account for spending at departmental levels. And they must be able to prove that money is spent appropriately, staff levels are adequate, and ARRA costs are applied to the right accounts. Kronos makes a big difference in all these areas.

Case Study

Multiple Benefits

Kronos gives Orlando an advantage in several key areas.

Orlando, Fla., is home to more than 200,000 residents. It's also the location of several tourist attractions, including Walt Disney World, SeaWorld, and Universal Studios. More than 30 million tourists pass through Orlando each year.

The city increases its workforce significantly for the summer months. Tracking seasonal employees is one of many special situations Orlando has faced when it comes to managing its workforce. Increased unionization and the need to bill the Federal Emergency Management Agency (FEMA) for hurricane recovery are other issues Orlando deals with that most cities don't have to confront. Kronos has helped Orlando immensely in dealing with all these unique situations.

Managing employees' time and labor information had been difficult in the past. Different departments had different ways of keeping time and delivering timesheets. That made it very difficult to consistently enforce rules and policies. Today the city uses Kronos and has more consistency, compliance, and efficiency.

Payroll is now a much smoother process. Prior to using Kronos, the city had to send timesheets to more than 200 locations for management approvals. It was a time-consuming and error-prone process. With Kronos handling processes electronically, the city has seen numerous benefits. The number of needed payroll adjustments has decreased, staff has been freed up for other tasks, and the payroll department works less overtime.

Following an economic downturn in 2001, a wave of unionization hit Orlando; unionization among the city workforce increased from 40 percent to 90 percent. Kronos made it easy to manage the suddenly more complex workforce landscape. Complete automation made it simple to keep the system aware of contract changes. Since adopting Kronos, the city has seen a decrease in union grievances.

The Orlando area was heavily damaged during the 2004 hurricane season. The city used Kronos to track law enforcement, fire department, public works, and other hours that would be eligible for FEMA reimbursement. Hours were charged to specific projects and the quality of the data led to quick reimbursement by FEMA.



Case Study

Success in Silicon Valley

Automated processes simplify timekeeping and more in Santa Clara County.

California's Silicon Valley is home to some of the world's leading high-tech companies, many of which are based in Santa Clara County.

The county's residents make up almost 5 percent of California's population, and the county employs nearly 18,000 workers. With such a large workforce, the county had many problems with its paper-driven timekeeping system before adopting Kronos more than 10 years ago.

Manual timesheets made it difficult to track workers among various sites at specific times. The lack of real-time information made it difficult for managers to achieve optimum staffing levels. Kronos solved that problem while also making it easier to manage the workforce in general, comply with union agreements, and increase efficiency.

Kronos was selected for its completely automated processes. It gave the county's managers more time to focus on strategic objectives, since less time was spent chasing down timecards.

Kronos Workforce Timekeeper™ helps enormously with grant reporting. It helps the county match employee time worked with specific grant projects, grant-related tasks, and other unique activities. Having detailed knowledge of the specifics around the work done for these grants enables the county to accurately report on them and receive the proper levels of funding.

Nearly 30 unions represent county employees. Complying with the various union agreements would be extremely difficult for the county if not for Kronos. The system lets the county keep up with the various pay provisions dictated by those contracts.

Kronos helps the county determine staff levels and optimize skill-set combinations in real time. Managers can easily shift resources as needs evolve. The county has been happy with Kronos for more than 10 years and has numerous plans for expanding Kronos services in the future.



Case Study

A Proven Solution

DeKalb County expands Kronos for even more cost savings and efficiency.

DeKalb County, Ga., has benefited from Kronos workforce management for more than 15 years. So when Kronos introduced its Web-based Workforce Central® suite, the county eagerly expanded its use of Kronos to gain even more advantages than it already enjoyed.

With more than 7,000 employees working in 185 locations, the county had too many different methods for capturing and processing time-related data before adopting Kronos. Now, with Kronos, the county has automated payroll processes, leading to greater efficiency and lower costs.

Prior to Kronos, fire and sheriff's department employees, for example, had to fill out paper timecards. Then their supervisors had to collect, review, and approve them. All the information then had to be keyed into the payroll system. Today's process is faster and more efficient.

Kronos provides more visibility into what's happening with time reporting. The county needed more insight into overtime, for example. Kronos provided that, along with the tools the county needed to control labor costs in real time.

Previously, information was late and sometimes needed correcting. The county struggled to get its payroll work done on time for each pay period. But those days are over. Kronos reduced the number of manual checks necessary and sped the process in numerous other ways too.

Increased visibility, lower costs, and greater efficiency have put the county in a much stronger position to manage its workforce.

Case Study

Award-Winning Progress

Stamford recognized for big savings and streamlined processes.

Like many cities, Stamford, Conn., has seen impressive results following its implementation of Kronos for workforce management. This city of 117,000 people, 25 miles northeast of New York City, has improved its processes and saved money. It has done so well, in fact, that it received a Best Practices Award from Kronos for fostering rapid acceptance of new technology in a diverse employee population.

Kronos helped the city save more than \$100,000 by eliminating unnecessary overtime payments. Completely automating time and attendance processes eliminated the need to process 100,000 documents involved in paying employees each year. Including processing time and productivity costs, that saves the city an additional \$25,000 annually.

Substitute teachers used to fill out nearly 14,000 paper timecards each year. The city uses no paper timecards at all now. It's easier for the teachers, and paper documents no longer need to be routed for approval. Also, data doesn't have to be keyed into the payroll system by hand.

Before implementing Kronos, the city used mostly manual processes, combined with several partially automated systems. The paper-based processes were fraught with errors and wasted time and effort, and the costs were unreasonable. Worse yet, the previous system didn't provide real-time insight into critical workforce data, such as overtime costs. It ultimately led to overspending. The Kronos system streamlined everything and gave managers the visibility they needed to make better decisions.

The Kronos pay-rules engine calculates and applies the city's specific pay rules automatically. The efficiency of the streamlined, automated system has allowed the city to move human resources and payroll employees to other areas for increased productivity. And that's just one of numerous benefits the city has seen since it started using Kronos.



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