

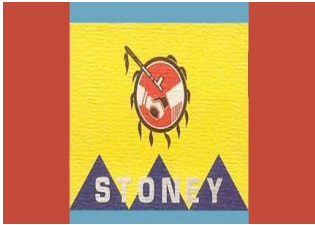


workforce management
made easy



ITR Case Study

Stoney Nation Native Band



About Stoney Nation

Type Native Band; Education;
Health Sciences; Government

Location Morley, AB, Canada

Website www.stoneynation.com

Customer Needs

- Time tracking system
- Biometric data collection devices
- Attendance & Absence Reporting

Results & Benefits

- 20% savings in payroll processing costs
- Ongoing savings through reduced time fraud/overpayment
- Accurate record keeping for reviews and accruals
- Organizational overview of areas requiring staffing adjustments
- Improved attendance, yielding higher quality and better delivery of service

Company Profile

In the vast rural area of Alberta, midway between Calgary and Banff, live nearly 5000 members of the Stoney Nation. Actually made up of three First Nations (the Bearspaw, the Chiniki and the Wesley) the people of the Stoney Nation reside on three reserves: two small reserves at Big Horn and Eden Valley, and Morley, the largest reserve and the location of the Stoney Tribal Administration (STA). A full spectrum of governmental services are delivered to the nation members by a total staff of approximately 800 people, through operations such as the Stoney Health Center, Morley Community School, and the STA's Finance and Public Works Departments.

Business Challenge

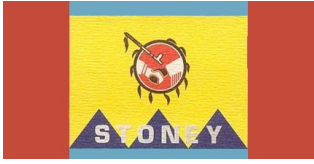
The first Stoney organization to recognize that its time-keeping methods could be improved was the Stoney Health Center, where there was concern over absenteeism and lateness, for the most part brought about by a general lack of employee awareness of how their presence or absence affected other staff members as well as the care provided to the center's clients.

The management at the STA offices, led by finance manager Dr. Wynand Steyn, agreed that they, too, had problems. For many years, STA employees received pay based either on the employee's word or on traditional time clock stamps; unfortunately, often the time claimed did not reflect the reality of actual hours worked. Staff would show up or leave at a time that was convenient for them, or would sometimes not show up for work at all, but they would still receive full pay. Issues included buddy punching (when one employee clocks in/out for another); people accidentally using other people's cards to clock in or out; or claims that time clocks didn't work - which was sometimes true, as there are frequent power outages in the area.

As a result of poor attendance there was a shortage of workers, which was handled by employing more staff in an effort to keep an acceptable level of service delivery. This methodology, of course, led to increasing costs and deteriorating service. The STA determined that it needed a system and a policy that would enable it to reduce costs through increased attendance and productivity of a smaller but more efficient staff compliment; the consensus was that implementing a time recording system together with a strict policy of paying only for recorded hours worked would be the first step, followed by a reorganization.

Selection Process

Research was conducted to find a time and attendance system that would not only record time but also prevent buddy punching. Since ITR time clocks were already being used at the health center and the relationship between the two organizations was a good one, ITR was identified as a



“Through gained efficiencies, improved attendance and other measures, the STA Finance Department went through a reorganization process which not only reduced staff levels but also improved on service delivery quality and accountability.”

Dr. Wynand Steyn
Manager Finance
Stoney Tribal Administration

potential vendor. With offices across Canada, including one in nearby Calgary, ITR was keen to offer on-site demonstrations of the system, and more importantly, could be depended upon for quick, reliable access to support representatives and technicians. Stoney knew it wanted state-of-the-art HandPunch® hand geometry terminals for biometric verification of employees; these units, offered by ITR along with its TimeZone™ workforce management system, were identified as just what the organization needed.

The Solution

Implementation of ITR's TimeZone™ system and a HandPunch® terminal in the first site, Stoney Health Center, was a far simpler process than the organization had anticipated. Within a few weeks the system was up and running and was an easy way to make staff members responsible for their own pay: almost immediately, attendance improved. The success of the project at the health center inspired the STA, and over the next several months further implementations were phased into its operations, with additional HandPunch® terminals installed at each. As expected, staff initially resisted the project, citing various reasons for not wanting to clock in on the HandPunch®, including health concerns. But through the strict enforcement of the organization's policy to clock in or forego pay, along with education on the safety of using the system, gradually acceptance began to spread. Initially the recorded time was used to establish the habit of clocking in and out and educating the staff; employees received printed reports from TimeZone™ to provide a crystal clear picture of the actual hours they put in, and for which they'd be paid.

Results and Benefits

The STA says the results achieved were directly related to the supervisors' willingness and ability to strictly enforce the “no work, no pay” principle. “Our goal was to have the staff punch in and out to achieve better attendance. It is not 100% but it's close,” says Lisa Wynands, Payroll and Benefits Manager at Stoney Tribal Administration's finance office. “At first it caused a lot of ruffled feathers - nobody likes change - but they came to accept it.”

Largely as a result of improved attendance and measurable improvements on service delivery quality and staff accountability gained through the implementation of TimeZone™, the planned restructuring at the STA was able to proceed. A significant downsizing in the finance office - from 50 to 40 employees - translated into a 20% payroll savings in this department alone, not to mention ongoing savings due to the reduction of lost and fraudulent time.

Other less tangible but equally valuable benefits resulted. TimeZone™ Employee Notes functionality and the ability to track tardiness and absences have enabled the STA to have complete information when drawing attendance statistics for reviews, and form an integral part of record-keeping for disciplinary action. For Stoney Health Center, the system is not just for reporting time: as a client-driven organization, TimeZone™ gives insight into its busy periods by monitoring lunch and break times; shows what departments may be understaffed; and provides employees with timesheets to see exactly the number of hours for which they will be paid. TimeZone™ also enables management to see patterns of absences or tardiness developing and address the problem, find a solution or make changes when needed.



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