



WILLIAM McNAMARA
COMPTROLLER

Commonwealth of Massachusetts

OFFICE OF THE COMPTROLLER

ONE ASHBURTON PLACE, 9TH FLOOR
BOSTON, MASSACHUSETTS 02108
(617) 727-5000
MACOMPTROLLER.ORG



OFFICE of the COMPTROLLER

Business Systems Transformation (BEST) Program

BEST Program Time & Attendance / Workforce Management Team Lead

FY25-001

About the Office of the Comptroller

The Office of the Comptroller ensures that the more than \$50 billion in annual transactions authorized by the general appropriations act and supplemental appropriations are executed in accordance with all statutory requirements and recorded in compliance with accounting standards. We also oversee capital assets, federal funding inflows, and other transactions. We also own and maintain statewide payments and payroll systems, safeguarding critical financial information. We operate in support of our partners, the financial staff at more than 150 departments and agencies across the Commonwealth.

As stewards of the public trust, CTR aspires to inspire confidence by maintaining our core principles: clarity, integrity, and accountability.

The powers and obligations of the Office of the Comptroller are generally dictated by M.G.L. c. 7A.

About Business System Transformation (BEST) Program

The Commonwealth of Massachusetts is undertaking a multiyear initiative called the Business Enterprise Systems Transformation (BEST) Program to implement a comprehensive Enterprise Resource Planning (ERP) software solution. This solution will support a wide range of business functions across all state agencies. The initial phase aims to enhance financial management by replacing the current core financial and accounting system, known as MMARS, which serves over 150 state agencies. The envisioned ERP solution will also feature additional modules to address various government business needs, including Human Capital Management, Payroll, and other capabilities. This will enable the Commonwealth to consolidate multiple applications into a single platform overtime, if desired.

Phase 1 of the program has been initiated and focuses on implementing a new Financial Management and General Ledger system over an 18-to-24-month period, with a go live date in June 2025. Phase 2 will replace the Commonwealth's HR and Payroll solution (HR/CMS) over a 2-year period following procurement of a software solution and systems implementation vendor. The Commonwealth intends for the Phase 2 solution to be delivered as a SaaS cloud-based system, replacing the existing heavily customized software currently hosted on-premises on virtual or physical servers.

The BEST Program is jointly sponsored by the Secretary for Administration and Finance, Comptroller of the Commonwealth and the Secretary of Technology Services and Security.

This job posting is being issued through the Office of the Comptroller. [Learn more at best.macomptroller.org](https://best.macomptroller.org).

Position Summary

The **BEST Time & Attendance / Workforce Management Team Lead** will provide the leadership, facilitation, analysis and design tasks required to support the implementation of the time & attendance and Workforce Management functions of the new solution during Phase 2 of the project. Phase 2 will replace the Commonwealth's existing compensation management and payroll system (HR/CMS) with the new cloud solution HR and Payroll modules. The business components within the HR/Payroll suite include payroll accounting, time and attendance and workforce management, labor relations, absence and leave management, benefits and performance management, learning management, personnel administration and talent acquisition and on-boarding, each of which will be led by a Team Lead.

The role of the Time & Attendance / Workforce Management Lead will be to coordinate the activities of full time and part time members of the BEST T&A / Workforce Management Team comprised of product vendor, project and department staff to produce a comprehensive and cohesive set of business practices and configured software to support T&A / Workforce Management using the new software. T&A supports an organization in collecting, processing, and distributing time data for its workforce, including the following capabilities: basic time scheduling, time entry (hourly, time in/time out), approvals, configurable time calculation rules and reporting. T&A includes the capacity for employees to enter time worked either online in the new solution or using Time Collection Devices (TCDs) at sites or in situations where online access is not available. Workflows for approvals of employee schedules and time worked will need to be configured in the new solution. Existing interfaces or other means of data integration with third party providers of TCDs will need to be replicated in the new solution.

Initially, the T&A / Workforce Management Lead will support the procurement process for the HCM/Payroll suite. The Lead will review bids submitted by HCM/Payroll vendors in response to the BEST Phase 2 Request for Responses (RFR) and provide guidance on T&A and workforce management functionality to the Strategic Sourcing Team (SST) evaluating the bids. Once the bid is awarded, the Lead will support the BEST Program during contract negotiation with the selected bidder(s), including any necessary due diligence activities.

During implementation, the Team will review the functionality of the selected software to determine how that software will be configured to address Commonwealth requirements and will make every effort to adopt the best practices of the new solution. It is expected that significant business process changes from current practices will be identified and that change management activities will occupy an important place in the overall success of the project. The Lead will work with other HR Team Leads, the BEST Solution Leads and Change Management Lead to provide consultation and advice on the areas of significant business process change identified by the Team and on change management strategy.

The Lead will bring in-depth prior knowledge of HR and payroll business practices in other large-scale organizations similar in complexity to the Commonwealth with attributes such as:

- Multiple collective bargaining agreements with unions
- Labor distribution rules
- 24 x 7 facilities
- Time Collection Devices
- Extensive payroll rules
- Self-service for managers and staff
- Configuration of earnings and deductions
- Garnishment processing.

Working with the product vendor, the T&A / Workforce Management Lead will apply this experience while leading software configuration tasks using an Agile methodology to develop and test iterative versions of configured software business functions. The Lead will work cooperatively with the BEST Solution Functional Lead to ensure that knowledge of configuration options and decisions are shared across other HR teams in order that final decisions will support the enterprise data model and that configuration decisions made by one team will not negatively impact other functional areas or future module implementations.

During the initial planning and design stages of the project, certain areas may be identified where additional software functionality is needed to meet federally or state mandated public sector business requirements. In these cases, which will be kept to a minimum, the T&A / Workforce Management Lead will work with the product vendor to scope out requirements, identify options for solutions and with the Solution Functional Lead, Project Manager and Solution Business Owner coordinate tasks and resources as needed to implement the approved option.

The Lead will work with the BEST Data Integration Team and TCD vendors to identify requirements for interfaces to record employee entries in TCDs in the new ERP solution.

Following the design and configuration stages, the T&A / Workforce Management Lead will participate in functional testing activities such as User Acceptance Testing (UAT) including developing test cases and

scripts with the BEST QA/Test Team, reviewing test results and recommending mitigation for identified issues. In addition, team members may be required to participate in testing deliverables from BEST technical teams such as data conversion and interfaces related to TCDs.

The T&A / Workforce Management Lead will support other BEST teams in configuring reports and dashboards and identifying options for accessing data in the new solution related to T&A and workforce management. The Lead will also partner with the BEST Training Lead in developing Commonwealth specific content for training materials related to business processes and changes from current practice.

The T&A / Workforce Management Lead will create and/or oversee the creation of deliverables that implement the target-state enterprise solution for T&A, direct functional staff and manage the activities of members of the Team. The Lead will identify obstacles to progress and suggest alternative strategies and directions and will be responsible for reporting the status of assigned tasks to the BEST Solution Functional Lead, including the articulation of impediments, risk analysis, risk mitigations, timeline and budget impacts.

Specific Duties

- Participate in the HCM/Payroll vendor procurement process by assessing T&A and workforce management functionality in submitted bids and providing expert guidance to the Strategic Sourcing Team (SST) evaluating the bids.
- Support contract negotiations with the awarded bidder(s), including any necessary due diligence activities.
- Work with the product vendor, business owner and subject matter experts to analyze the enterprise T&A and Workforce Management business context, as well as change requirements related to the implementation of the new T&A and Workforce Management modules in order to identify the optimal future state solution.
- Understand the T&A and workforce management business processes of large-scale organizations and apply that understanding when reviewing configuration and design options offered in the new ERP solution including:
 - Payroll processing
 - Labor distribution
 - Payroll corrections
 - Year-end processing
 - Enterprise-wide reporting requirements particularly for public sector organizations
 - Special reports to support pre- and post-tax audit requirements.
- Elicit requirements for configuration of the new software through facilitated meetings with SMEs, document analysis, requirements workshops and/or site visits and record options and recommendations using business process descriptions, use cases, scenarios and task and workflow Visio diagrams for both current as is processes and new to be processes.

- Critically evaluate information gathered from multiple sources, reconcile conflicts, creatively develop new solutions to existing problems, break down high level information into details and distinguish user requests from the underlying true needs.
- Identify the organizational impact on skills, processes, structures and business culture of the new T&A and Workforce Management modules and cooperate with change management project staff to plan for and develop communication, training and readiness tasks and materials.
- Participate in the definition of strategies to address the gaps between the current and future state T&A and Workforce Management solutions by leading the analysis of current business processes to detect critical deficiencies and essential new practices and procedures that will be needed to move from the current to the future state.
- Work with the Solution Functional Lead and product vendor to identify and recommend areas where customizations should be applied or where customization can be eliminated.
- Oversee and provide guidance and direction to the T&A / Workforce Management Team on planning, design, configuration, testing and deployment tasks to ensure the quality and timeliness of deliverables and tasks in line with the overall project implementation plan.
- Work with the BEST BI/Reports and Data Repository Team Lead to identify standard delivered reports related to T&A and workforce management, how to configure those reports for use by the Commonwealth, identification and development of data warehouse queries and testing of reports, queries and dashboards as needed.
- In cooperation with the BEST Configuration Lead, ensure the documentation of configuration options and decisions and all other project artifacts related to the standards, processes and decisions made regarding the new T&A and workforce management modules.
- Work with the BEST Data Integration Team and TCD vendors to identify requirements for interfaces to record employee entries in TCDs in the new ERP solution. The Teams will cooperate with the product vendor to build, test and implement these interfaces.
- Participate in the development of the Project Plan, Risk log, Issues Log, Change Control log, Status Reports and other project management office documentation and contribute to updates as needed.
- Participate in the project's review of product vendor deliverables.
- Work collaboratively and collectively with other project team leads and team members to help ensure project timeline, communications, agency support, testing, training plans and deliverables stay on track.

Preferred Qualifications

- Bachelor's degree in a field such as organizational management, HR management, or a related study, or equivalent experience.

- At least 5 years of related experience in at least two of the following areas: Time & Attendance / Workforce Management administration and processing, labor distribution, web-based applications, testing methodologies, test script development or project implementation.
- Experience in implementation of one or more solutions related to Human Capital Management and preferably in a large public sector organization.

Required Qualifications

Extensive experience in:

- Payroll processing
- Labor distribution
- Year-end processing
- Enterprise-wide reporting requirements particularly for public sector organizations
- Special reports to support pre- and post-tax audit requirements.
- Extensive knowledge of T&A and workforce management business practices in other large-scale organizations similar in complexity to the Commonwealth with attributes such as:
- Multiple collective bargaining agreements with unions
- Labor distribution rules
- 24 x 7 facilities
- Time Collection Devices
- Extensive payroll rules
- Self-service for managers and staff
- Configuration of earnings and deductions
- Garnishment processing.
- Experience leading and conducting fit/gap for projects of similar scope and complexity.
- Ability to facilitate understanding of existing and new functionality, identification and resolution for areas where business processes depart from the delivered software solutions and to recommend best practices from past experience.
- Experience with all phases of testing including unit, system, integration, parallel and user acceptance.
- Knowledge and understanding of system development life cycle methodologies including Agile software development and rapid prototyping.
- Superior analytical and technical skills.

- Demonstrated experience in using computer-based tools including Visio, MSWord, Excel, Power Point and Outlook.
- Excellent communication skills including written, verbal, presentation delivery and facilitation skills required to lead and facilitate meetings and working or planning sessions.

Minimum Entrance Requirements

Applicants must have at least (A) six (6) years of full-time or, equivalent part-time, professional, administrative, supervisory, or managerial experience in: Business administration, business management, public administration, public management, clinical administration or clinical management
Of which (B) at least two (2) years must have been in a supervisory or managerial capacity.

Education may be substituted for the required experience.

Hours

Hours of work are Monday through Friday, except for holidays, on a full-time basis, with a compensated workday of 7.5 hours per day (37.5 hours per week). A selected candidate's exact schedule may be set with the direct supervisor. Overtime, night, and weekend work schedules will be set with the position's direct supervisor.

Compensation

Salary Range: \$130,000 – 145,000

Annual compensation will be negotiated with the candidate based on years of experience. The candidate will be required to document the hours worked each day in the Commonwealth's Time and Attendance System.

Benefits Package

This position provides for the accrual of vacation time, personal time and sick time as required by law.

CTR is pleased to offer a comprehensive benefits package for its employees and managers. The specific components and eligibility may vary based upon position classification, hours worked per week and other variables. Therefore, specific benefits for this position may be discussed as part of the interview and offer process.

The overall benefits available include paid vacation, sick and personal leave time, health, dental and vision insurance through the Commonwealth's Group Insurance, and optional pre-tax Health Savings Account plans. Details of the various plans and the cost split between employer and employee may be reviewed by looking at the Group Insurance website, <https://www.mass.gov/orgs/group-insurance-commission> and/or as part of the interview process.

CTR employees also participate in the Commonwealth's State Retirement Plan, which may become a Defined Benefit Plan for those that both vest and subsequently retire from State service. Follow this link for additional retirement information: <http://www.mass.gov/treasury/retirement/state-board-of-retire/>

In addition, CTR provides employees the opportunity to elect life insurance, long term disability insurance, deferred compensation savings, tuition remission, pre-tax commuter account plans, along with other programs.

CTR Hybrid Work Model

CTR operates under a hybrid work mode. Under this policy, employees are currently required to work a minimum of four business days per month (two set by management and two set by the employee) on-site at CTR's Boston office and may work remotely the remainder of the time at a location approved by their supervisor, so long as they comply with the requirements of the telework policy. Under this policy, all employees must be able to report to the Boston office with little or no notice, even including the same workday should an exigent circumstance arise. Therefore, a reasonable proximity to the office is necessary. CTR does not reimburse for employees to travel to the office.

In addition, the successful candidate may be required to work primarily on site in Boston during the initial training and orientation period and/or for certain positions a primarily on-site role may be necessary.

Commitment to Diversity

CTR is committed to building a diverse staff at all levels across its entire agency.

CTR IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER.

Application Process

The Office of the Comptroller encourages interested candidates that meet the minimum entrance requirements and qualifications to apply for this position.

Interested candidates must submit their materials electronically, by **E-mail** no later than 5:00 pm, on **September 13, 2024**.

Submissions should include the following:

- a cover letter,
- resume,
- a list of relevant organization change management initiatives lead by the candidate, and
- **3 professional** references.

Candidate packets will be reviewed and considered on a rolling basis so interested candidates are encouraged to submit an application as soon as possible.

Please include position title and posting number (**FY25-001**) in the subject line of your submission. Your application package should be submitted to:

CTR-HR@mass.gov

Late submissions may be considered solely at the discretion of CTR.

Required Background Check – Including Tax Compliance:

CTR requires a background check on all prospective employees as a condition of employment.

Candidates should know that the background check is not initiated until:

1. A candidate is invited to a second or subsequent interview and
2. The candidate has signed the Background Check Authorization Form and related releases.

This background check includes a Criminal Offender Record Information (CORI) check, and Commonwealth Department of Revenue state tax compliance on all prospective employees as a condition of their employment.

Candidates with advanced degrees and professional licenses may have these credentials verified. Individuals other than those references provided by a candidate may be contacted in the course of completing a full background and qualification check.

Further Information:

Please visit <https://www.macomptroller.org> for more information about the Office of the Comptroller.