

# GenScoop

An internal newsletter for GenRays employees

Volume 5, issue 4

## CEO Rays

*A message from the GenRays CEO*

Our new financial system has been a huge success! Due to the time savings in the automatic calculations, I expect to see a full six months more savings than originally anticipated. This extra savings will fuel additional growth and expansion to the company, as we are able to fund more research and projects to improve our workplace.

One new project that you will read about in this newsletter is the possible implementation of a new HRIS system with payroll functions. We are hoping that the HRIS side of this new system will impact your work life at GenRays very positively, allowing you to create a career track for yourself that aligns with your own goals. It will allow for more transparency in hiring, as all employees will be able to see and apply for open positions as they wish. It will also allow management to ensure that applicants for new jobs are well-qualified.

The payroll side will ensure that your paychecks and expense reports are processed more or less automatically, which will make it faster and easier for you to be reimbursed or to make changes to your auto-pay options.

We have hired a new project manager to lead up this initiative and make recommendations about whether we can move forward and how to go about it. The PM will meet with employees, vendors, and management to identify important parts of the project and make sure we meet our goals. I know you will make our new PM feel welcome and that you will provide your honest feedback about what works—and what does not—in our current HR and payroll systems.

The executive sponsors, including myself, have indicated to the new PM that the work on this project may start after W2s are issued, but that the project must be complete with all system elements functional before year-end closing.

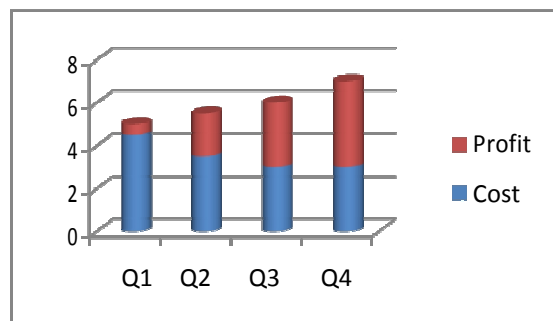
We continue to grow in new and exciting ways at GenRays, all due to your enthusiasm, creativity, and effort. I cannot thank you all enough for all you do to support clean energy!

*-Rory Genhardt, CEO*

## Financial Sunshine

*How has GenRays been doing financially?*

As you can see from the chart below, our total sales have been climbing. We passed \$6M in sales in the final quarter of last year—up from just over \$4M in sales the prior year.



But what is most exciting is the increase in profit over that same time period. After the implementation of our financial system was complete in the first quarter, we began to see results almost immediately. In Q2 our profits tripled, and they continue to rise today. Great work everyone!

## Coming to Light...

*Upcoming GenRays projects, initiatives, and more*

As you know, several of our payroll and HR folks have moved temporarily into extra offices at our branch locations to support our current HR and payroll systems. Thanks for making them feel welcome!

Soon we hope to be rolling out a new HRIS and payroll system! We are in the planning stages now. Some of you will be meeting with a new project manager soon to start planning the project. If you are interested in participating in this exciting opportunity, please contact your manager.

## Employee Stars

*News from our GenRays team members*

### From HQ in Beaverton, OR:

Julia Diez and her husband Bill welcome their new daughter, Fiona, to the GenRays family. Congratulations, Julia and Bill!



### From our Spokane, WA sales office:

Sandy O'Keefe found a new way to process time cards that will save the company 15 minutes each week! Way to go, Sandy!



### From our Sacramento, CA sales office:

George Santiago just celebrated his 5<sup>th</sup> year with GenRays. He was our 3<sup>rd</sup> sales rep! Congratulations, George!



### From Plant 1 in Hillsboro, OR:

Martin Walker was just hired to head up the Inventory Management portion of Plant 1. He comes all the way from Holland to join us! Welcome, Martin!



### From Plant 2 in Hillsboro, OR:

Mary Lee just returned from a very fruitful trip to London to observe other power generation companies in action. Welcome back, Mary!



### From our engineers in Bend, OR:

Carole Santos-Smith just presented at the ESMO Conference & Exposition to rave reviews! Great job, Carole!





# Resource Availability, Dates, Costs

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To: All Project Managers

From: Ashley Burrici, Director of Human Resources

Re: List of current assignments for resources available for new projects: January 1 to December 31.

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*Recall that the cost per hour includes overhead charges and fees for facilities and administration.*

Labor Resource	Other Projects or Assignments	Unavailable Work Days or Time	Cost per Hour
Shannon, Marketing Research	Market Research	Last week of each quarter	\$60
Bailey, Marketing Communications	Marketing Communications	20 hours each week	\$50
Ryan, Sales, Spokane	Sales Forecasts	10 hours each week	\$75
Chris, Sales, Sacramento	Sales Forecasts	10 hours each week	\$75
Cameron, Accounting	Audits	5 hours each week	\$40
Amari, Buildings & Facilities	Inspections	5 hours each week	\$45
Alex, Human Resources, HQ	Data Analysis	10 hours each week	\$75
Jamie, Human Resources, Mfg Site 1	Recruiting	All of April and May	\$60
Logan, Human Resources, Mfg Site 2	Recruiting	All of July and August	\$60

Labor Resource	Other Projects or Assignments	Unavailable Work Days or Time	Cost per Hour
Harley, Human Resources, Spokane	Benefits Analysis	4 weeks in June	\$45
Madison, Human Resources, Sacramento	Not assigned		\$45
Kasey, Human Resources, Bend	Not assigned		\$55
Kendall, IT	Programming	January and February	\$90
Drew, Procurement	Contracting	July	\$65
Morgan, Purchasing	Product Evaluation	5 hours each week	\$60
Ashton, Design & Technical Support	Design	30 hours each week	\$75
Jessie, Production & Planning	Data Analysis	10 hours each week	\$70
Shea, Production Purchasing	Product Evaluation	10 hours each week	\$65
Chase, Stores & Materials	Inventory	Last two weeks of June and December	\$50
Carson, Works	Maintenance	5 hours each week	\$55
Devon, Logistics	Training	1 week each in April, June, and November	\$60
Jordan, Warehouse	Inventory	Last two weeks of June and December	\$50
Dakota, Engineering	Materials Analysis	3 weeks in August	\$80
Jayden, Research	Materials Analysis	3 weeks in August	\$80
Rylee, Plant Manager Site 1	Management	35 hours a week	\$120
Tyler, Plant Manager Site 2	Management	35 hours a week	\$120



# Vendor Availability

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To: Project Manager for proposed HRIS integration project

From: Ashley Burrici, Director of Human Resources

Re: Vendor availability

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Several potential vendors for the HRIS system have been identified.

Each vendor has agreed to make their sales representative available for at least 10 hours each week for question response. If the senior executives decide to proceed, a technical representative from the vendor chosen will be available for 20 hours each week during the completion of the work. The cost of the vendor will be included in the cost of the system or portion of the system selected by senior management.



# Lessons Learned

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## Project Lessons Learned:

### Centralized System for Finance, Purchasing, Logistics, and Accounting

**Department:** Procurement

**Document Owner:** Drew

**Focus Area:** Purchasing

**Project or Organization Role:** Team lead

**Product or Process:** Definition and implementation of purchasing functionality in centralized systems for finance, purchasing, logistics, and accounting

Version	Date	Author	Change Description
1.0	Jan 17	Chase	Checked the "Calculating the Value of Goods Received" calculation compared to current system. Confirmed save 12 minutes per calculation with new system.
1.1	Mar 14	Ryan	Examined usability of the graphical user interface for the system. Determined the faqs for the interface. Shared the faqs with the project team for editing. The faqs are to be available online when system goes live to help the new users.
1.4	Oct 17	Drew	All systems have cleared the final check for implementation. In next project, use a check sheet to have consistent test among the testers.

## Lessons learned questions

- What worked well—or did not work well—either for this project or for the project team?
  - The project team ran into problems having meetings on Wednesdays. Several of the teams have their staff meeting from noon to 1:30 on Wednesday afternoon.
  - The project updates that were recorded online before each meeting for the team's review prior to the meeting saved hours of staff time for reporting the outcomes of each week's progress and milestone achievement.
- What needs to be done over or differently?

- Internal communication among project team leads must take place before the project support staff is assigned in order to make sure teams have manageable levels of conflict. At times, the conflict overshadowed the success of the progress for the week.
- What surprises did the team have to deal with?
  - The team was most surprised with the ease of which the system worked with the present computer operating systems. The vendor was well selected.
- What project circumstances were not anticipated?
  - The inability to reduce the conflict between several of the members of the team from different sites was not anticipated. Usually an intervention or additional communication mitigated the conflict. An internal HR communication to project managers is to be shared to make sure that the three members of the staff are not placed on the same team in the future.
- Were the project goals attained? If not, what changes need to be made to meet goals in the future?
  - The project goals were attained. The time savings for the calculations will help to achieve the return on investment for the system nearly 6 months ahead of schedule.



# Internal Memorandum

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To: All Project Managers

From: Ashley Burrici, Director of Human Resources

Re: **CONFIDENTIAL Internal Communication:** Resources Assignments for Future Projects

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Having teams move quickly through the forming, storming, and norming stages of team development to get to the performing stage is essential to meet our aggressive project schedules. Therefore, specific team members are encouraged to be placed together in teams and other members are encouraged not to be placed together on teams.

Compatible team member pairs that are ready to work at the performing stage:

- Devon and Rylee
- Ryan and Alex
- Cameron and Madison

Team member pairs that may require additional time to move through the forming, storming, and norming stages:

- Chase and Carson
- Shea and Jessie



# Resource Descriptions

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To: All Project Managers

From: Ashley Burrici, Director of Human Resources

Re: Internal communication: Resources available for assignment to projects—quick reference of skills and experience when planning your project team.

Labor Resource	Description	# years employed
Shannon, Marketing Research	Has MBA with emphasis in marketing. Has experience with CRM systems.	12
Bailey, Marketing Communications	Uses a CRM system for communications management.	3
Ryan, Sales, Spokane	Uses a spreadsheet to keep track of sales staff addresses and important dates. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	8
Chris, Sales, Sacramento	Has 10 years of prior experience working with CRM systems.	7
Cameron, Accounting	Was in charge of payroll at prior position. Was team lead to define and implement the finance and accounting portions of the centralized system for finance, purchasing, logistics, and accounting.	4
Amari, Buildings & Facilities	Maintains the time card clocks at each site and the time cards.	15
Alex, Human Resources, HQ	Manages the training record. Tries to record certifications the employees have gotten on their own. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	11
Jamie, Human Resources, Mfg Site 1	Works with attendance and payroll. Records performance review data in file cabinets. Recruits interns and potential employees to work with HR office.	19
Logan, Human Resources, Mfg Site 2	Recruits interns and potential employees to work with HR office. Sends e-mails to employees at the manufacturing sites about keeping attendance, review dates, holidays, and company events.	18

Labor Resource	Description	# years employed
<b>Harley, Human Resources, Spokane</b>	Specialist in benefits packages. Has primary contact with all the benefits suppliers for the insurances (i.e., life, health, dental, accident, long-term care).	3
<b>Madison, Human Resources, Sacramento</b>	Enters data from time cards into payroll system. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	4
<b>Kasey, Human Resources, Bend</b>	Recruits potential applicants and interns for engineering and research work.	6
<b>Kendall, IT</b>	Writes code and troubleshoots systems.	9
<b>Drew, Procurement</b>	Was a team lead to define and implement the purchasing portion for the centralized system for finance, purchasing, logistics, and accounting.	5
<b>Morgan, Purchasing</b>	Was project manager of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	8
<b>Ashton, Design &amp; Technical Support</b>	Helps with tech support for those in the office. Has master's degree in engineering and computer science.	20
<b>Jessie, Production &amp; Planning</b>	Has a bachelor's degree in statistics and mathematics. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	22
<b>Shea, Production Purchasing</b>	Responsible for supply management. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	16
<b>Chase, Stores &amp; Materials</b>	Manages the inventories of the materials in a database system. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	14
<b>Carson, Works</b>	Manages the repair and maintenance record logs of all the production equipment using a database system. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	35
<b>Devon, Logistics</b>	Was team lead to define and implement the logistics portion of the centralized system for finance, purchasing, logistics, and accounting.	7

<b>Labor Resource</b>	<b>Description</b>	<b># years employed</b>
<b>Jordan, Warehouse</b>	Maintains shipping and receiving records in database systems. System interfaces with systems operated by suppliers and customers.	9
<b>Dakota, Engineering</b>	Has master's degree in engineering with a strong background in analytics and analysis.	11
<b>Jayden, Research</b>	Created a series of e-forms for the research team to enter information for the research projects for recording in the database system.	20
<b>Rylee, Plant Manager Site 1</b>	Has more than 100 employees working at site 1 and more than 10 direct reports for performance assessment. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	24
<b>Tyler, Plant Manager Site 2</b>	Has almost 150 employees working at site 2 and almost 20 direct reports for performance assessment. Was part of team to define and implement the centralized system for finance, purchasing, logistics, and accounting.	21



# Work Limits

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To: All Project Managers

From: Ashley Burrici, Director of Human Resources

Re: 8-hour per day work limit

Beginning February 1 of this fiscal year, there will be a limit for all staff to a maximum of eight hours per day for five days per week of work. Please adjust project schedules to reflect the work limit.

Special cases may be reviewed if the resource limit causes severe delays to a project resulting in penalties for performance. Direct all requests to [aburrici@genrays.com](mailto:aburrici@genrays.com).



# Interviews with Company Leadership

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To: Senior Management of GenRays

From: New PM for planning and evaluating the potential HRIS

RE: Conversation transcripts for interviews with senior leaders, department heads, and others affected by an integration of an HRIS

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*Note: Each interviewee received an introduction from the project manager with a brief description of why the interview was taking place and a description of the project manager's background related to project management and IT. Each interview began after this initial exchange.*

## President & CEO - Rory Genhardt

- Project Manager – What aspect of a human resources information system would be most beneficial to GenRays?
- President & CEO – The most beneficial aspect would be the recruiting capabilities.
- Project Manager – Why?
- President & CEO – We need a way to get the best qualified candidates applying for positions.
- Project Manager – How do you see the HRIS accomplishing this?
- President & CEO – The more advanced systems would allow for self-service applications.
- Project Manager – I have read about that feature. Why would it be beneficial?
- President & CEO – Applicants would apply for the position and monitor their progress in the hiring process. We can analyze the data and determine who is most interested by records of returns. We also can analyze the database for qualifications. It could be that the best candidate may have applied for a different position and with the information in the database, we already have the applicant's information for the new position.
- Project Manager – Is there a second benefit to the system?
- President & CEO – Yes, succession planning.
- Project Manager – How so?
- President & CEO – I experienced professional growth in the company, and I suspect that others would like to grow in that same manner. I would have liked a defined career path and the ability to track my progress for meeting the requirements. Knowing where the openings are and what skills it takes to fill the positions would have made it much easier to advance.
- Project Manager – I understand. It seems the system tracks the answers in performance reviews as well as the training courses each employee completes.
- President & CEO – Yes, exactly. Those records would be entered into the system by the employee. Each employee could see progress in the system and plot a course. I know everyone does not want to be the president of the company and are content in the current role, but those that want to grow will stay with the company instead of leaving to grow elsewhere.
- Project Manager – I appreciate your time. Is there anything else you would like to share?
- President & CEO – Yes. We have had great success with the financial integration, and I expect a full six months more of savings than was originally calculated due to the time savings in the automatic calculations. The people time saved with calculation speed in the system was near to six months less time required for reaching the return on the investment point. The automatic calculations make the time a bit more in savings.
- Project Manager – Thank you. I will have a report ready for review and a plan within a week of finishing all the interviews.
- President & CEO – I look forward to the review.

## VP Marketing - Crystal Marshall

- Project Manager – What aspect of a human resources information system would be most beneficial to GenRays?
- VP Marketing – I will tell you two. The most beneficial aspects would be the employee database and the e-forms.
- Project Manager – Why?
- VP Marketing – The employee database contains the most up-to-date information about the employees, their office location, telephone, and e-mail contact information.
- Project Manager – Yes, I agree based on my research of the systems. And the e-forms?
- VP Marketing – The e-forms allow for forms to be created and the fields of those forms to be populated by the database.
- Project Manager – How do you see the HRIS accomplishing this?
- VP Marketing – This would happen similar to mail merge. Several of our vendors have this functionality; we seem behind the times and are spending too much money filling in forms and looking for information.
- Project Manager – Do you have a projected figure for the costs associated with the savings?
- VP Marketing – I have not done the calculation officially. Let's do a general estimation now. We do about 100 forms a year with each company that supplies us. We have 37 suppliers. That is 3,700 forms a year.
- Project Manager – It sure multiplies fast. Do you think each one would save about 15 minutes due to the auto-fill capability?
- VP Marketing – Yes, I would say that.
- Project Manager – From my project calculations, each hour of staff time in the office averages about \$50.
- VP Marketing – Let's see. 3,700 times 50 is 185,000. Divide that by 4, and we get \$46,250 of savings just by using the auto-fill capability.
- Project Manager – That is the cost of nearly a whole staff position! Just think what would happen with the expansion of the company due to easier and timelier communications.
- VP Marketing – Yes, we would be more competitive in our pricing and have higher productivity.
- Project Manager – I appreciate your time. Is there anything else you would like to share?
- VP Marketing – When will you have the next step ready for review?
- Project Manager – The next step is to complete all the interviews and write the report. I told the president that I would be done with a written report about a week after I finish all the interviews.
- VP Marketing – That sounds good. I am interested in the article. Good luck.
- Project Manager – Thanks.

## VP Finance - Connie Barnett

- Project Manager – What aspect of a human resources information system would be most beneficial to GenRays?
- VP Finance – The most beneficial aspect would be the payroll capabilities.
- Project Manager – Why?
- VP Finance – This implementation would remove the need for manual entry of time cards by an HR employee into the data system.
- Project Manager – How do you see the HRIS accomplishing this?
- VP Finance – First, the HR and payroll data are in the same system. This would avoid double entry and reduce mistakes.
- Project Manager – That means the same information is entered by two different people?
- VP Finance – Yes, by not having a double entry we save time and money. We also reduce the potential for mistakes. The payroll system can be integrated with an employee self-service system, called an ESS. The ESS would let us keep track of employee time and attendance by having the employee enter the time and attendance. The system would send the time and attendance through an automated workflow.
- Project Manager – Have there been problems or mistakes for time entry?
- VP Finance – A few each month. There are occasional errors where the time numbers are inverted or the wrong numbers are entered because the data entry person was not properly oriented on the keyboard. They are usually caught before payment is made when the employee approves the pay amount.
- Project Manager – Could an employee enter any amount of time or information?
- VP Finance – No, most of the systems have a feature where the manager can approve the entered information, and some of the information is managed at the management level only. The employee is encouraged to check the entry for correctness.
- Project Manager – I have seen directories at other companies that are populated by a central HR system. This must be similar.
- VP Finance – Yes, directories such as LDAP are populated with the central HR information.
- Project Manager – I appreciate your time. Is there anything else you would like to share?
- VP Finance – Thank you, no. The capacity for employee and management self-service into a payroll system is the most important features of an HRIS.
- Project Manager – I will finish the interviews, write a report, and then present the findings to the senior leadership for a decision about moving forward with implementation.
- VP Finance – Great, thanks for all your good work. For your information in your planning, if the senior leadership does decide to go forward, we have determined that we have \$103,000 to spend on it.
- Project Manager – Sounds great. Thanks for the information and your time.

## VP Manufacturing - Darcy Martin

- Project Manager – What aspect of a human resources information system would be most beneficial to GenRays?
- VP Manufacturing – The most beneficial aspect would be the performance review management and compensation capabilities.
- Project Manager – Why?
- VP Manufacturing – From what I am hearing from the managers, there is too much wasted time in our current performance management system and no capacity to search the information.
- Project Manager – What happens to the current records?
- VP Manufacturing – The current records are scanned into a document storage system. Because they are sometimes hand-written, the information is not always searchable. An HRIS could have a standardized performance review system that reduces the amount of paperwork associated with the reviews. Goals could be entered for each employee.
- Project Manager – It seems the system could be the same yet individualized for each employee?
- VP Manufacturing – Yes, the manager and employee can enter goals for the employee at the annual review. At periodic reviews, the manager could enter information that would track success and progress to achieve the goal.
- Project Manager – You mentioned the compensation capabilities. How is this beneficial?
- VP Manufacturing – The compensation capabilities would allow for analysis of the changes in compensation and have them related to the scores employees receive in their performance review. Analysis can be done to see if there are particular sets of employees, such as those that run certain parts of the manufacturing process, having more difficulty advancing. The analysis would also be done on the actual cost of manufacturing particular components to see what the real return on investment is for those parts.
- Project Manager – That cost could be compared to outsourcing?
- VP Manufacturing – Yes. We have data now that the managers and the HR staff pull together. It is tough sometimes to make sure we get the right people in the reports from the database.
- Project Manager – I appreciate your time. Is there anything else you would like to share?
- VP Manufacturing – Make sure you talk with the plant managers. They might have insight into what they really would like a system to do.
- Project Manager – Thank you for the advice and your time. I will send a report within a week of finishing the interviews for the senior leadership to make a decision.
- VP Manufacturing – Okay. I look forward to it.

## **Plant Manager, Manufacturing Site 1 - Rylee Anderson**

- Project Manager – The VP of manufacturing suggested I talk with you about a potential human resources information system. What aspect of an HRIS would be most beneficial to you here at GenRays?
- Plant Manager, Mfg Site 1 – The most beneficial aspect would be if the system had a feature for position control.
- Project Manager – Why?
- Plant Manager, Mfg Site 1 – Most systems track employees by name. Having a system with position control would allow analysis of the data by salary grade and job title.
- Project Manager – How do you see the HRIS accomplishing this?
- Plant Manager, Mfg Site 1 – The employee record currently has what job they do and all the information from the performance review. A new system would allow for different reporting capabilities to look at the data and make sure both manufacturing facilities are paying the same.
- Project Manager – Why is this important?
- Plant Manager, Mfg Site 1 – So we are not stealing employees back and forth between the two plants for them to advance and so we are making sure we are paying consistently for the same level of work.
- Project Manager – I appreciate your time. Is there anything else you would like to share?
- Plant Manager, Mfg Site 1 – No. I appreciate you taking the time to talk with me.
- Project Manager – You are welcome. My next step is to give a report to the senior leadership for them to make a decision.
- Plant Manager, Mfg Site 1 – I look forward to hearing more.

## **Plant Manager, Manufacturing Site 2 - Tyler Guerts**

- Project Manager – The VP of manufacturing suggested I talk with you about a potential human resources information system. What aspect of an HRIS system would be most beneficial to you here at GenRays?
- Plant Manager, Mfg Site 2 – I am glad the VP said for you to meet with me. The most beneficial aspect would be the recruiting capabilities.
- Project Manager – Why?
- Plant Manager, Mfg Site 2 – We visit a number of college campuses each year for job fairs seeking interns. Having a record of their data in a system would be helpful when it comes time to fill a position. We could search the prospective system for qualities

required for the job.

- Project Manager – How do you see the HRIS system accomplishing this?
- Plant Manager, Mfg Site 2 – Instead of the internship applicant looking at the position announcements while attending classes, we could be more proactive and find positions for them to fill upon graduation. This would allow us to attract the best internship candidates because they know the internship could lead to employment.
- Project Manager – I appreciate your time. Is there anything else you would like to share?
- Plant Manager, Mfg Site 2 – I heard the HR team at this site talking the other day about managing training records. Be sure to talk with one of the team.
- Project Manager – I sure will; thank you for the suggestion and your time. I will be giving a report to the senior leadership next week for their decision.

### **HR Staff Member at Site 2 - Jonathan Hartwig**

- Project Manager – The plant manager suggested I talk with you about managing training records. Do you think an HRIS would help you in your job?
- HR Staff Member – Oh, yes! Right now we record the training records into a database. We enter the employee's number and training information into the database. We are dependent upon someone at corporate to run a report for us to analyze who has taken the training and if they have moved to another position with more authority as a result of the training. I really would like to see how they are using the training by mining the performance review data. No one at corporate can do this because the two database systems do not talk to each other very easily, and it takes a lot of time.
- Project Manager – The record linkage is interesting. I will make sure I highlight this in the report to the senior leadership.
- HR Staff Member – Thanks for asking me. It is good that management considers what we think.
- Project Manager – You're welcome.

### **Human Resources Director - Ashley Burricci**

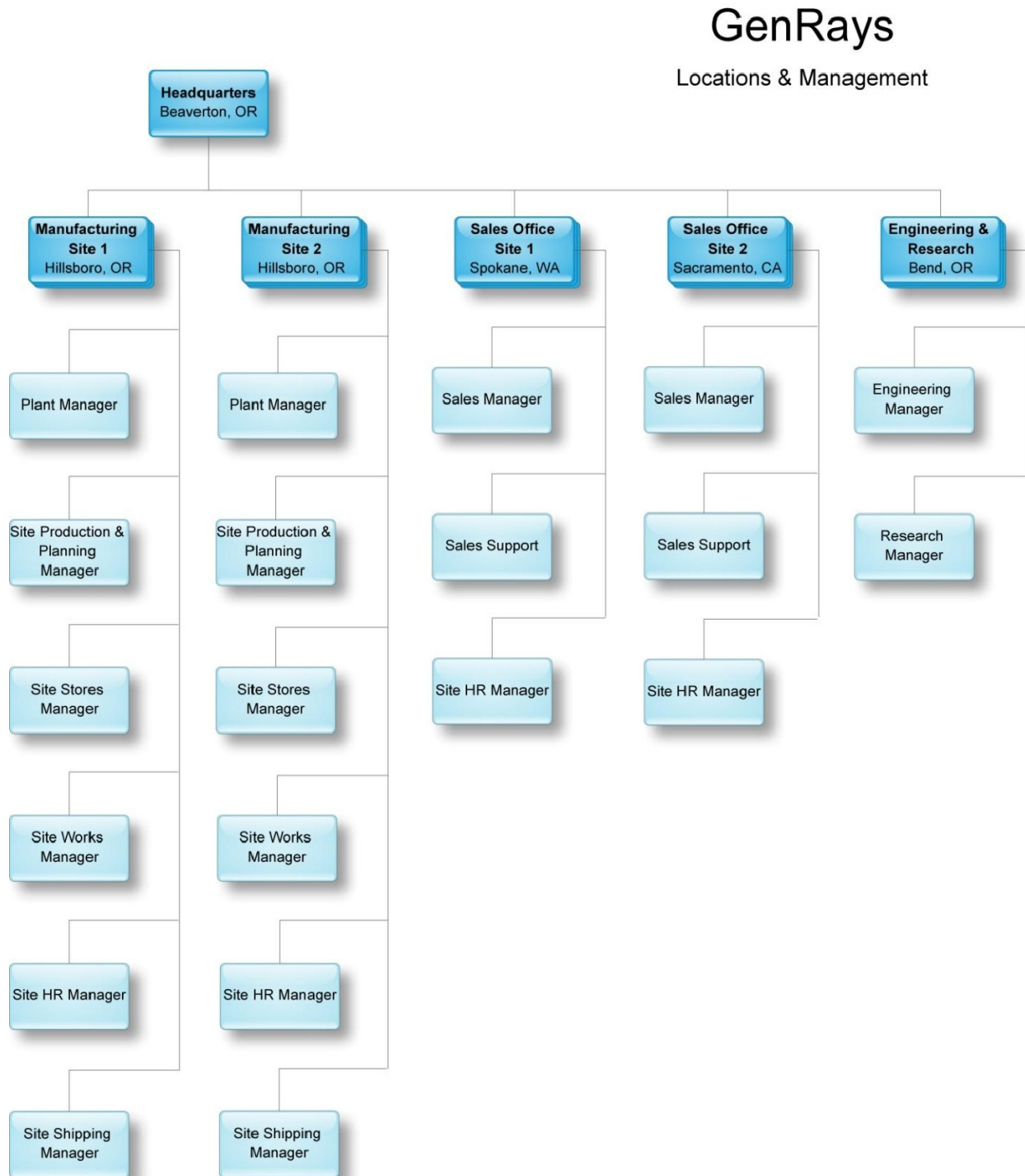
- Project Manager – What aspect of a human resources information system would be most beneficial to GenRays?
- Human Resources Director – There are many beneficial aspects of an HRIS.
- Project Manager – What are they?

- Human Resources Director – First, the common employee database would increase our ability to report and manipulate data with all the records in the same system. Second, the employees could enter their information, and management could approve the information instead of a number of data entry staff entering the data weekly. It would be much more efficient and accurate for the employee to enter the information. Also, the time information would be linked to attendance information. We don't really track attendance now. It would be helpful to have benefits such as vacation time and sick leave linked to attendance instead of years of service.
- Project Manager – Interesting. On our current system we have to complete the entire year before we earn vacation. It would be helpful to be able to take vacation time for appointments instead of losing a whole day's pay.
- Human Resources Director – Another benefit is the tracking of certifications and education requirements. We have had several people who wanted to be certified so we pulled records from several databases to get them the information they needed to prove their time working. It took almost an entire day to pull three people's records from all the different systems.
- Project Manager – That is expensive and keeps that HR employee from doing other things that need to be done.
- Human Resources Director – Having employee self-service to keep time and see benefits will be helpful when we do open enrollment. Employees will be able to change their own benefits and approve them instead of an HR employee having to change the benefits. If the new system could interact directly with the carriers' interfaces to communicate the benefits chosen for the employees that would be great.
- Project Manager – I have made a note to include this in my report.
- Human Resources Director – Performance review management and links to compensation would be helpful when trying to determine the amount of compensation increases each year. We try to reward those who perform well, but it takes so long to do the calculations.
- Project Manager – Is there anything else?
- Human Resources Director – Yes, communication and government compliance. Being able to send e-mails to all employees would save on sending notices to their homes. And, government compliance is required for a number of different reports. One HRIS would make producing these reports much easier and could possibly send the reports electronically.
- Project Manager – I will include all of these suggestions in my report. Senior leadership will make a decision.

## Information Technology Director - Brian Jenkins

- Project Manager – What aspect of a human resources information system would be most beneficial to GenRays?
- Information Technology Director – The most beneficial aspect would be the reduction of database systems to maintain. All of these systems could be collapsed into one.
- Project Manager – Are there any difficulties migrating the data?
- Information Technology Director – Our experience with the last implementation was relatively easy. The vendor helped us write the code necessary to import the old database into the new system with relatively few errors. We already have the system specifications listed and have record of the upgrades. We will be able to compare our system to what is required. Our current infrastructure is at most three years old. We do three-year rotations on all hardware.
- Project Manager – Do you know what the annual budget is for technology?
- Information Technology Director – We currently budget about \$1,200 per employee for technology. This includes the expenses for the IT staff and all the hardware, software, and other support systems.
- Project Manager – Currently we have about 300 employees in the company spread across our six Locations?
- Information Technology Director – Yes, that is correct.
- Project Manager – Thank you for your time. I will include your information in a report to the senior leadership. They will make a decision soon.

# GenRays Organization Charts



# GenRays

Corporate Headquarters

