Helping Your Employees Transition to CHRS for Managers

CHRS Common Human Resources System

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Nice to Meet You!

Sac State Change Management and Communications contacts for CHRS:

- Change Manager: **Beverly Gentry**
- Communications Manager: **Deborah Ceryes**
- Project Manager: **Dan Biondi**
- Sponsors:
    - **Machelle Martin**, Human Resources
    - **Rebecca Cameron**, Faculty Affairs
    - **Mark Hendricks**, Information Resources and Technology
    - **Hema Manickavinayaham**, Information Resources and Technology

BG, MM, RC

Nice to Meet You!

We are members of CMCT, the Change Management and Communications Team for CHRS.

We are a cross-functional team of certified Prosci Change experts who work with campuses to lead change management efforts for CHRS adoption

We work closely with your campus CHRS Change Manager, **Beverly Gentry,** and your Project Manager, **Dan Biondi.**

Breauna Lewis, Associate Director of CHRS Change Initiatives

Samantha Silfies, Wave 3 Change Manager, Manager of Communications/Change Mgmt

Tammy Hines, Waves 1 & 2 Change Manager, Director, HRIS and CHRS Program Lead

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Today's Agenda

- About CHRS

- CHRS Impacts Overview

- Change is a Process

- Preparing for Change

- Leading through Change

- The Role & Importance of Managers

- Closing

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About CHRS

Common Human Resources System

How much do you know about CHRS?

I am:

- ❑ A fresh face to CHRS
- ❑ A little familiar
- ❑ Somewhat in the know
- ❑ Fluent in CHRS
- ❑ Capable of teaching a class

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WHAT is CHRS?

- The Common Human Resources System (CHRS) is a project to move all campuses to a standard HR platform
- The core HR system is based on PeopleSoft 9.2 with customizations for CSU

PeopleSoft 9.2 + Customizations built for the CSU = CHRS
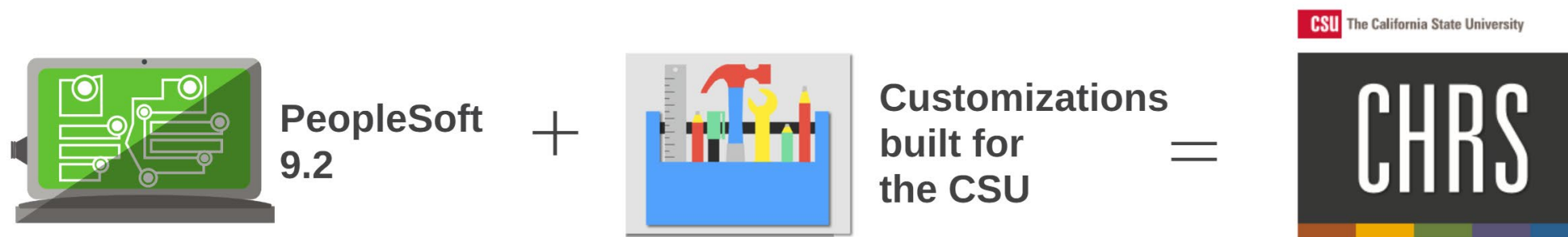
WHY are we implementing CHRS?

- Utilize new functionality, streamline processes and share best practices
- Enhance reporting with standardized data to assist in decision making
- Facilitate campus cross collaboration and systemwide training materials
- Improve user experience with future mobile access to HR services

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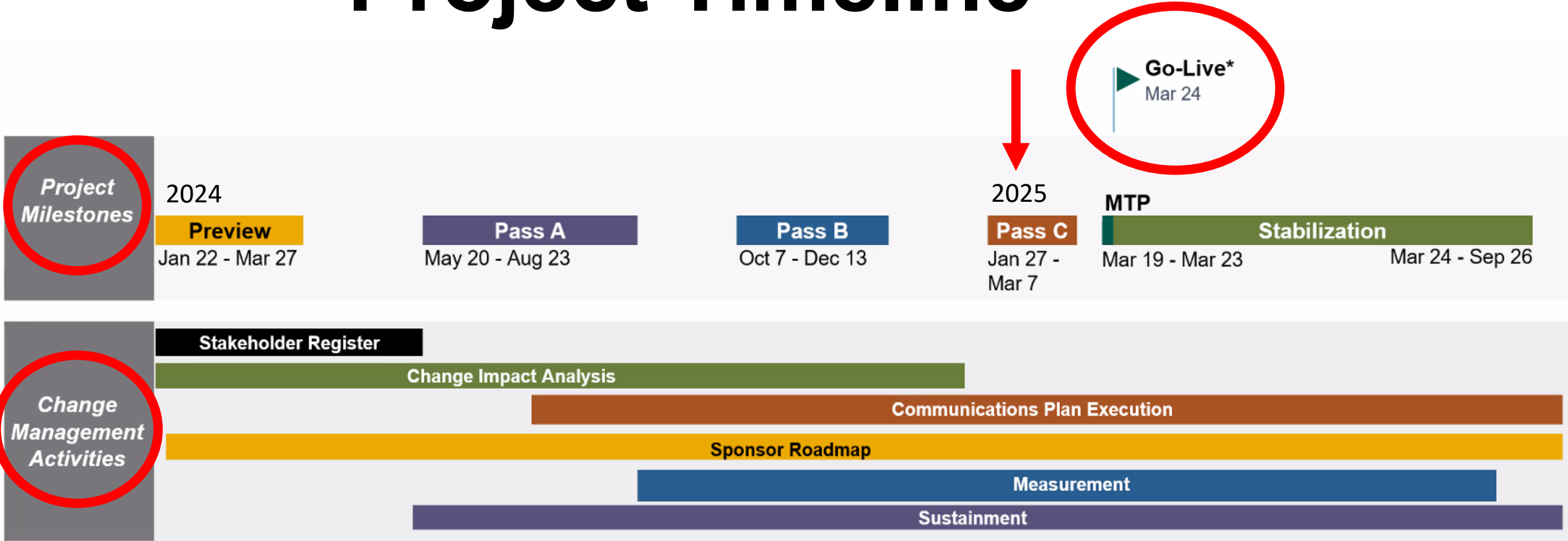
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WHO is behind CHRS?

- The system was designed by HR experts from all 23 CSU campuses who came together to collaborate on best practices over a two-year period

- The software modifications were written by the Chancellor's Office CMS team

- The CHRS Project Team at the Chancellor's Office is working with an Implementation Team on each campus

- CHRS is sponsored by executive leaders at the Chancellor's Office and at your campus

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What is included in CHRS?

- CHRS Recruiting is built in PageUp.

- CHRS Recruiting has **already been implemented** on our campus and is considered the first part of the CHRS project.

- Unit 11 Employee Hiring is moving to CHRS Recruiting in March 2025.

PageUp	Recruiting — Built in PageUp
Quick Sight	CHRS Reporting
PeopleSoft	Temporary Academic Employment / Workforce Administration / Benefits Administration / Absence Management / Labor Cost Distribution / Time and Labor

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Project Timeline

How will you and your employees be impacted by CHRS?

- The system will look and feel different
- CHRS will bring changes in the way you do some facets of your job
- Processes and procedures are changing
- Shared training materials
- Communication will take place throughout the process so you know what to expect

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General Impacts Overview by Module/Role

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What's New?

Single link on the My Sac State Portal to CHRS

Custom links to Self Service menus no longer available

What's New?

Tiles will have pop-out menus

A new "CHRS ID" assigned to each employee.

"Sac State ID" remains in other systems

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What's New?

CSU Time menu options are re-organized

Reporting/ Approving deadline managed by CO

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What's New?

"No Leave Taken" becomes a separate "CSU Time" menu option

CSU Time > No Leave Taken > Submit

What's New?

"No Leave Taken" becomes faster and easier to submit!
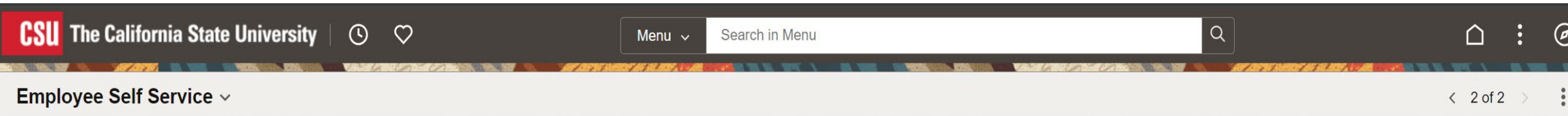
What's New?

"Request Absence" is a new option with an approval workflow

"Request Absence" *prior* to using a vacation day

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CSU Time > Request Absence

What's New?

New "Forecast" feature predicts the future leave balance

Both employees and approvers can forecast balances prior to submitting or approving

Employee Self Service

Absence Management (AM)

- NEW! "Request Absence" and "Forecast" leave balances with approval workflow
- NEW! Forecasting supports leave planning by calculating projected leave balances
- NEW! No Leave Taken will be entered on its own page – including academic-year faculty
- All employees will enter their own absences, including faculty in academic-year classifications during academic work periods
- Employees can Request Absences or No Leave Taken up to 12 months in advance

Time & Labor (Timesheet)

- Enter time worked. Can enter time via mobile device
- Enter earn and take of Compensatory Time Off (CTO), Additional Day Off (ADO), and Holiday Credit/Holiday Credit CTO in Timesheet

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Workforce Administration – Budget and Employment Services

Workforce Administration

- A new "CHRS ID" will be assigned to each employee. We will keep our Sac State IDs outside of CHRS.
- New user interface

Position Management

- New position numbers will replace current Sac State position numbers
- (Job Codes stay the same)

Temporary Academic Employment (TAE) Module

What's New?

Temporary Faculty (Unit 3)

- Replaces the current Temporary Faculty Contract module
- Unit 3 employees will accept appointments via TAE

⟲AND⟳

CSU TAE Appt Notice

Academic Student Employees (Unit 11)

- Recruitment will move to CHRS Recruiting (PageUp)
- Hiring will move to CHRS TAE
- Unit 11 employees will accept appointments via TAE

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Temporary Academic Employment (TAE) for Unit 3

- This new module is one of the most exciting changes in CHRS!
- Mass Processing allows hiring departments and approvers the ability to process multiple appointments on a single page
- Departments receive notification when entering appointment data if an employee might exceed 125% limit in all positions in CHRS, including other campuses using CHRS
- Appointment notifications are automatically generated and sent to appointee's self-service page.
- Department Chair and MPP/Dean approvals for Faculty will be in one place
- Built-in workflow and approvals will help the flow of data from one unit to another

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Temporary Academic Employment (TAE)

- Departments no longer need to provide individual appointment notifications to faculty or collect signatures

- Custom reports are available to assist in the management of TAE data

- For faculty *additional employment* appointments, start and end dates of assignment and average amount of effort will need to be determined before appointment begins.

- Departments will enter additional employment appointment data for PT lecturers

- Paperless – No more payroll reports and wet signatures

CSU TAE Appt Notice
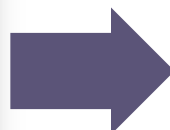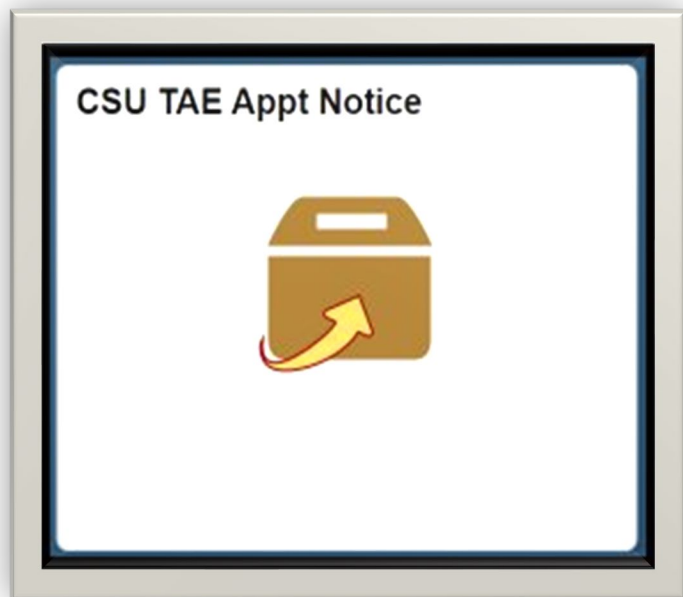
CSU TAE Appointment Notice

| CSU TAE Appointment Notice | Reprint Old Notice | Course Assignments |

For access to your Course Information, please login to your Campus Student Solution database

Please review your appointment detail by clicking the "Review Appt Notice" button. Once your review is complete, please indicate your agreement with the Terms outlined in the Appointment Detail by clicking the Acknowledge checkbox. If you are not in agreement with the Terms outlined, please contact your hiring department. Click on the 'Course Assignment' tab for course information.

Personalize | Find | | First 1 of 1 Last

	Business Unit	Empl ID	Name	Empl Record	Eff Dt	Appointment#	Deptid	Department Description	Job Code	Job Code Description	Review Appt Notice	Acknowledge
1				0							Review Appt Notice	☐

Pursuant to Provision 36.5 of the CFA collective bargaining unit

Are you employed or do you plan to be concurrently employed in any other capacity at a CSU campus during the period of this appointment? (Check if Yes) ☐

- Employee accepts formal offer letter via CHRS
- "Acknowledge" required to complete hiring process

Review Appt Notice	Acknowledge
Review Appt Notice	☐

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Unit 3 and Unit 11 employees can access appointment history

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Approvers will see Appointments in their Approval Queue
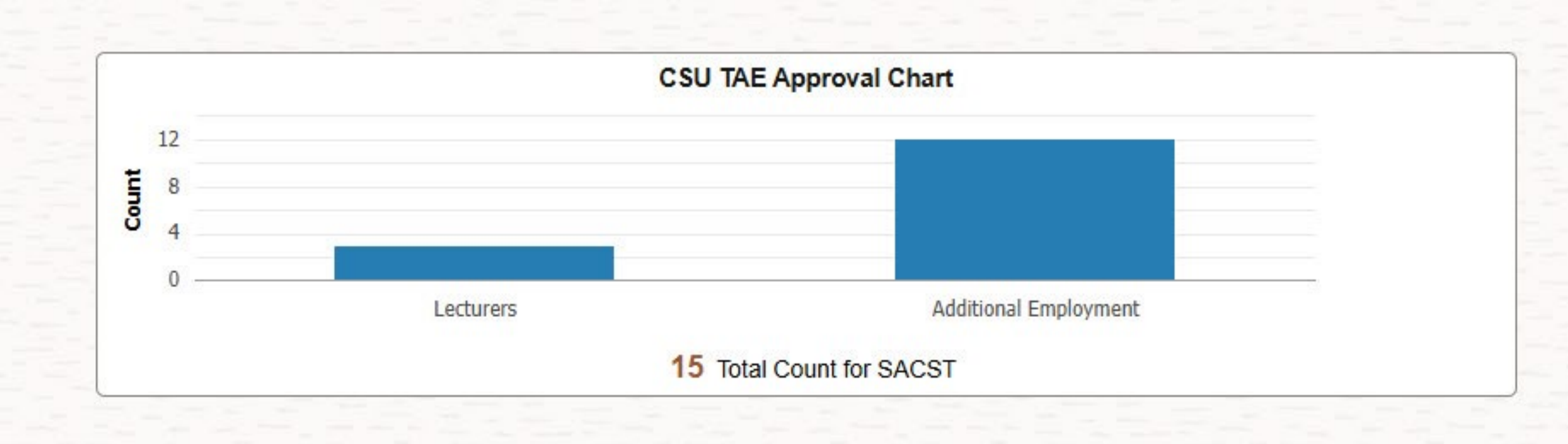
Temporary Academic Employment (TAE) for Unit 11
- Office of Graduate Studies, Employment Services

- Replacing the academic student (asePTF)
- TAE will be used to appoint Unit 11 employees—Teaching Associates (TA), Graduate Assistants (GA), and Instructional Student Assistants (ISA) – as well as temporary faculty.
- Unit 11 employees will also be recruited through **PageUp**.
- Mass Processing allows hiring departments and approvers the ability to process multiple appointments on a single page
- Appointment notifications are automatically generated and sent to appointee's self-service page.

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Manager Self Service

Similar to current Manager Self Service

Best Practices

- *Weekly Approvals* – Important because deadlines are earlier in CHRS
- *Department Reminders* – Advocate/discuss how to manage internal department approval reminders (e.g., Outlook, etc.)

Absence Management by "Reports To"

- Manage and Approve Absence Requests – NEW! Email notices for this workflow only
- Manage and Approver No Leave Taken (NLT) - setup month end reminders

Timesheets / Payable Time by "Approver Group" (by Dept ID)

- Manage and Approve Payable Time (Timesheets) - setup weekly reminders

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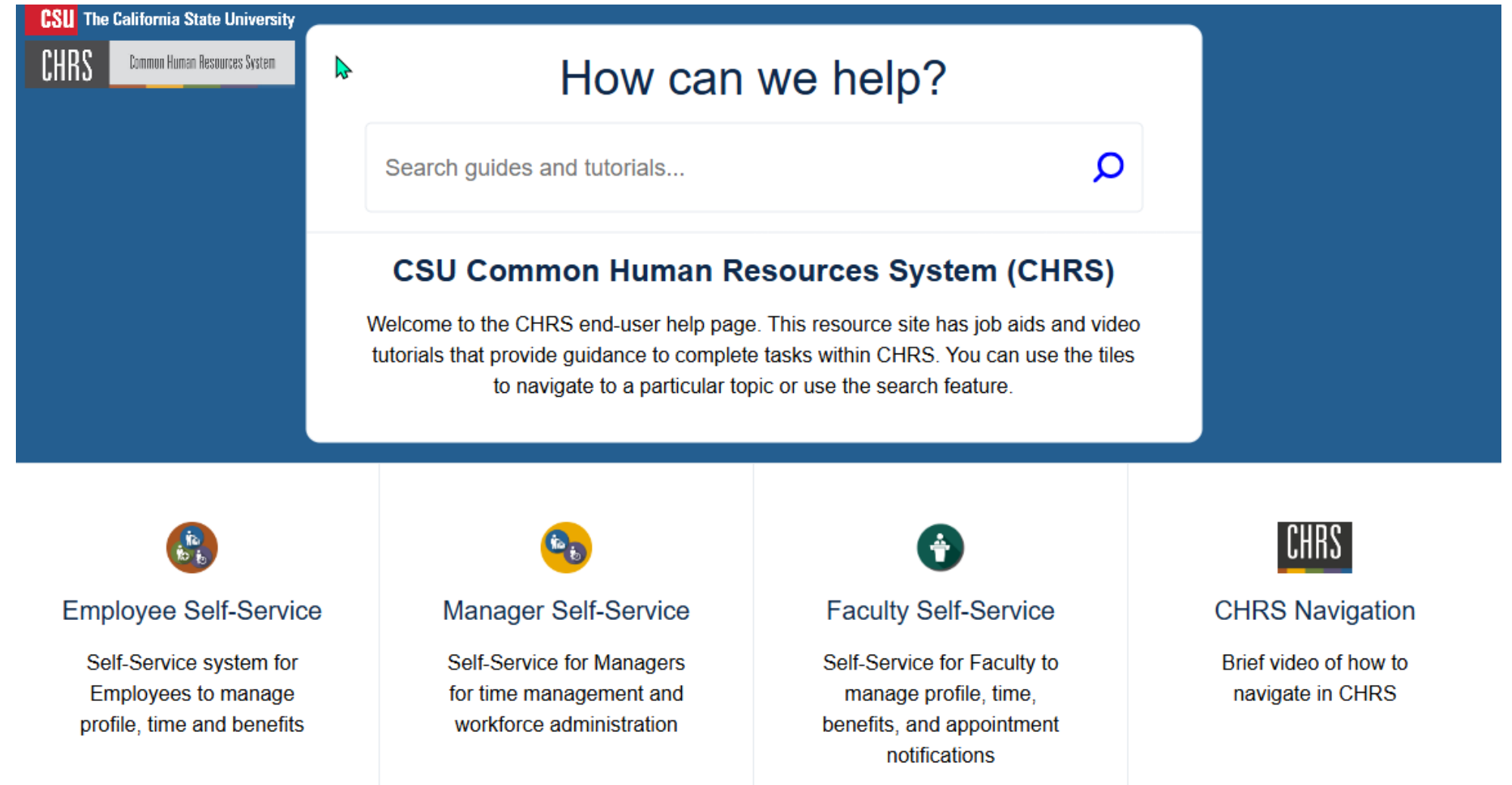
Preparation for CHRS Implementation

Transaction and System Pauses Feb 21 – Mar 24, 2024

SACRAMENTO STATE

Feb 21, 2025	Mar 1-6, 2025	Mar 7, 2025	Mar 19-23, 2025	Mar 24, 2025
HR, OFA, Budget Pause	Payroll Deadlines	Final Start Date	System Outages	CHRS Go Live

New Transactions Pause
See MTP website for list of transactions paused, including position management and Class Comp services

March 4-6, 2025
February Time Reporting and Absences Deadlines:
Mar 4 – entries due
Mar 6 – approvals due

March 1, 2025
Pause March Time Reporting and Absence Entry: Use manual tracking

Final Start Date for
Faculty, Staff, Students, MPP new hires, Promotions, CHRS Recruiting process appts, all academic appts

Mar 19-24, 2025
CMS-HR Outage
Page Up Outage

Mar 22, 2025
Campus Solutions Outage

Systems Online
All HR Services and Transactions Resume

Mar 23, 2025
Campus Solutions Online

Rev. 2/7/2025

CHRS Common Human Resources System

Just-in-Time Training

Online Job Aids and Videos

End User Support
- CSU Learn e-course
- Job Aids
- Timekeepers
- Training occurs closer to Go-Live on March 24

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Questions

Reflection Activity: Rose, Bud, Thorn

Place your Sticky on the whiteboard to indicate:

✓ Something positive about CHRS

✓ Something you are looking forward to with CHRS

✓ Something you are worried or anxious about with CHRS

Let's Reflect!

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Rose, Bud, Thorn Results

Let's Reflect!

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CHRS

Goals for today!

To understand what your direct reports go through as they begin to adopt CHRS

To apply change management concepts to help your employees with adoption

To give you tools as a manager/department chair to identify resistance and provide assistance

Managers and department chairs play one of the most important roles in change management

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Change is a Process

Preparing Yourself for Change

Leading Your Employees Through Change

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> "The achievements of an organization are the results of the combined effort of each individual."
>
> *Vince Lombardi*

Organizations don't change.

People do.

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Technical Side →

Design
___
Develop
___
Deliver

Current state | **Transition state** | **Future state** + = **Results Outcomes Success**

Installation*

Realization*

People Side →

Embrace
___
Adopt
___
Use
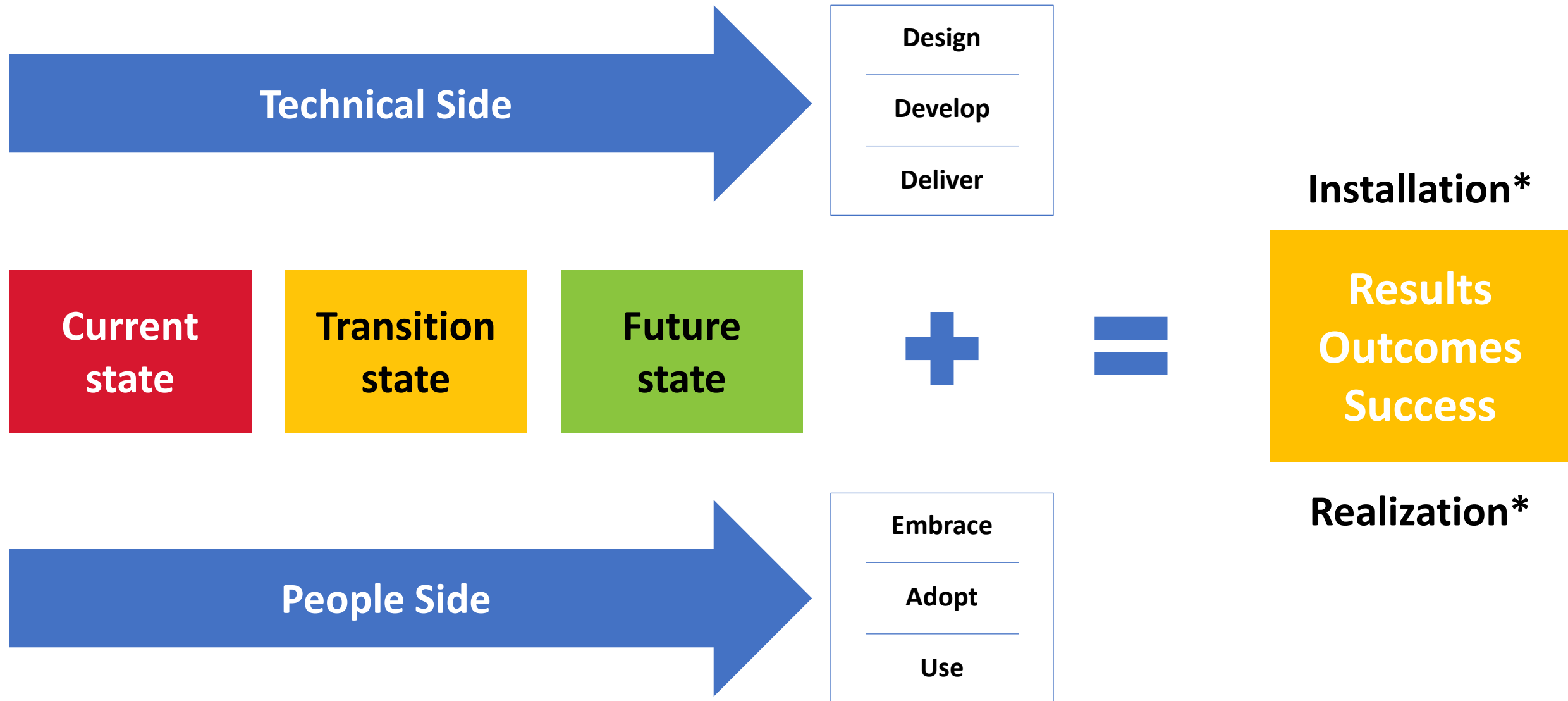
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An Organizational Move from the Current to the Future…
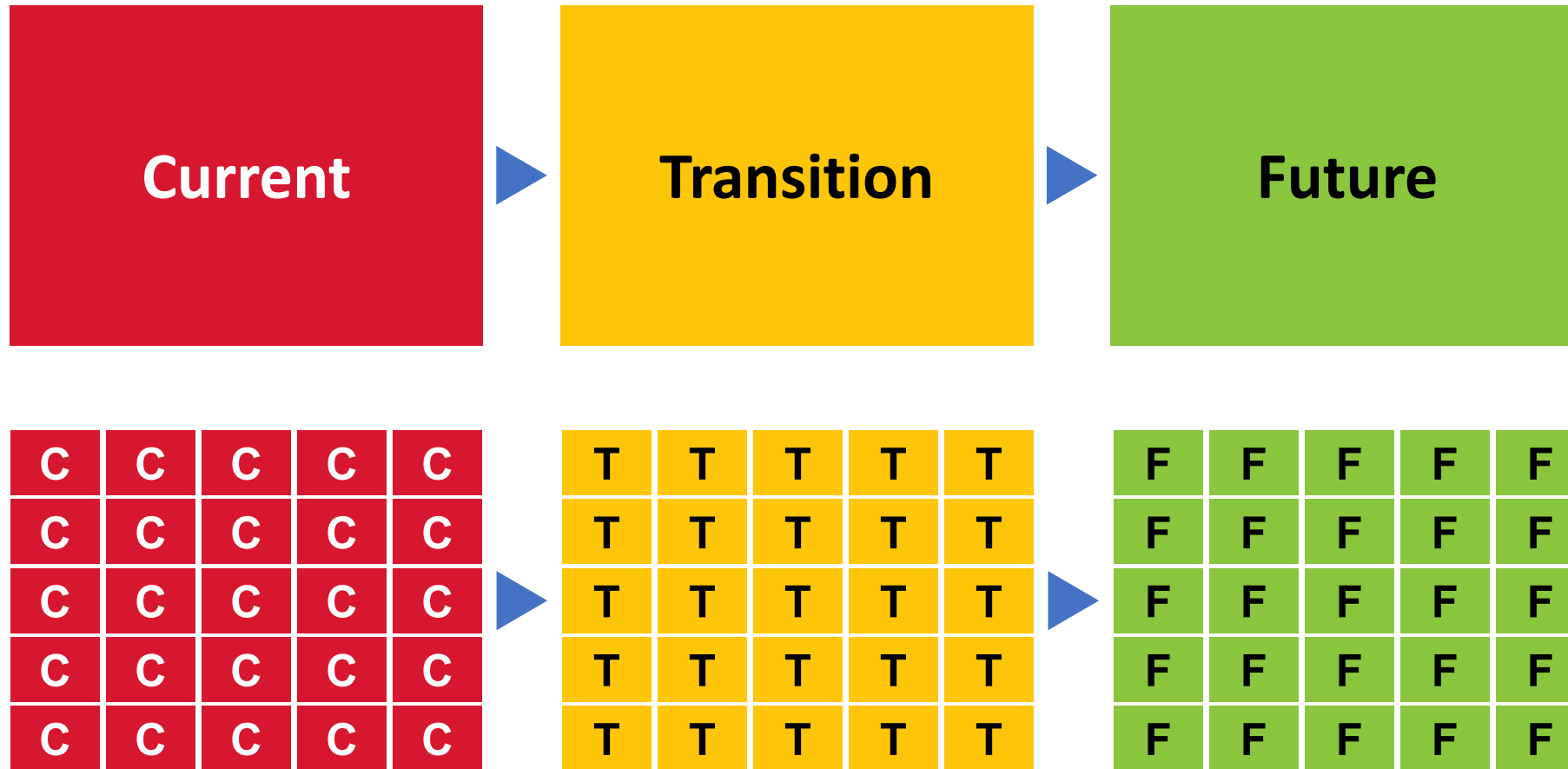
Ultimately requires individuals to move from their own current to their own future
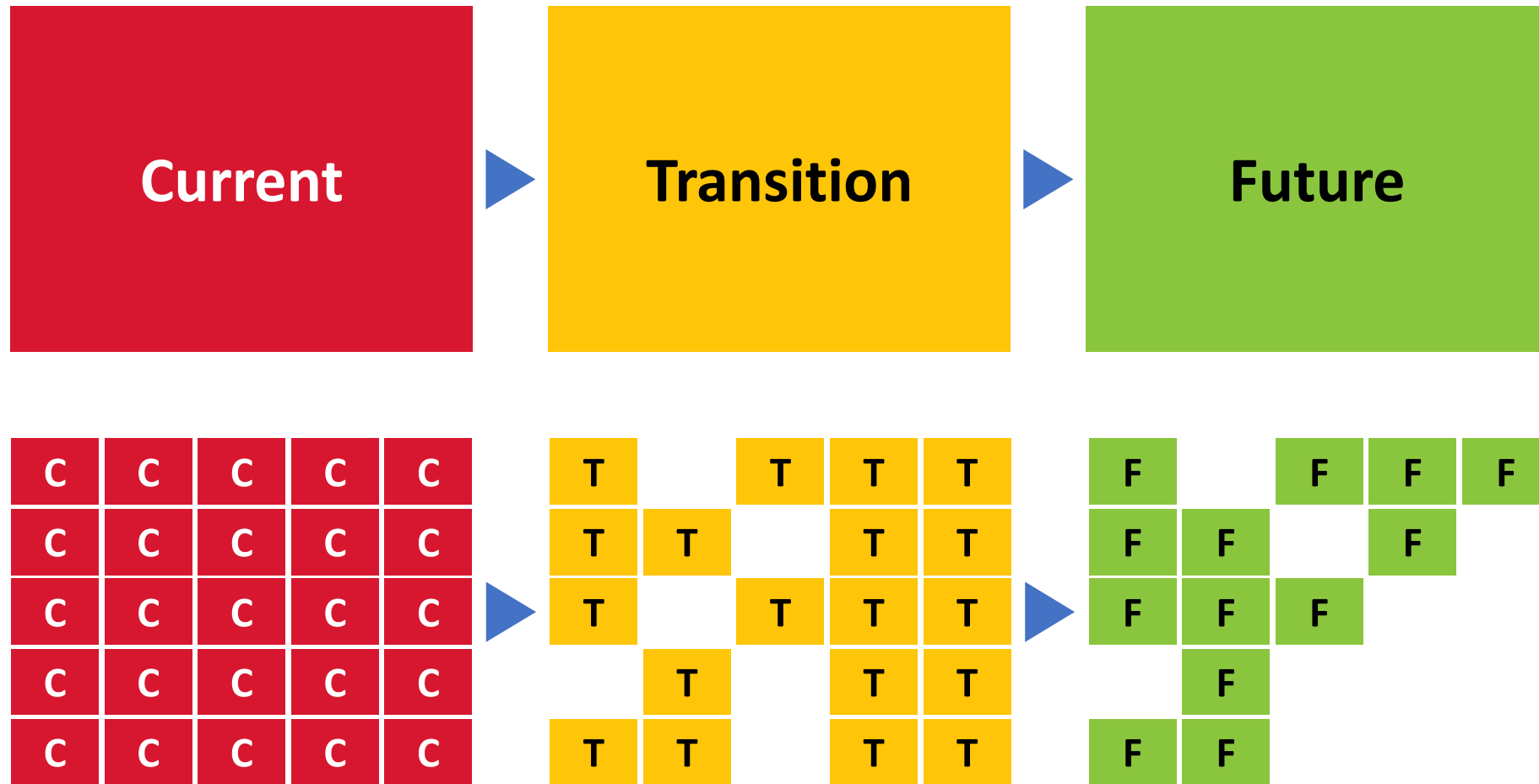
Using Change Management Methodology to Move Through CHRS Adoption
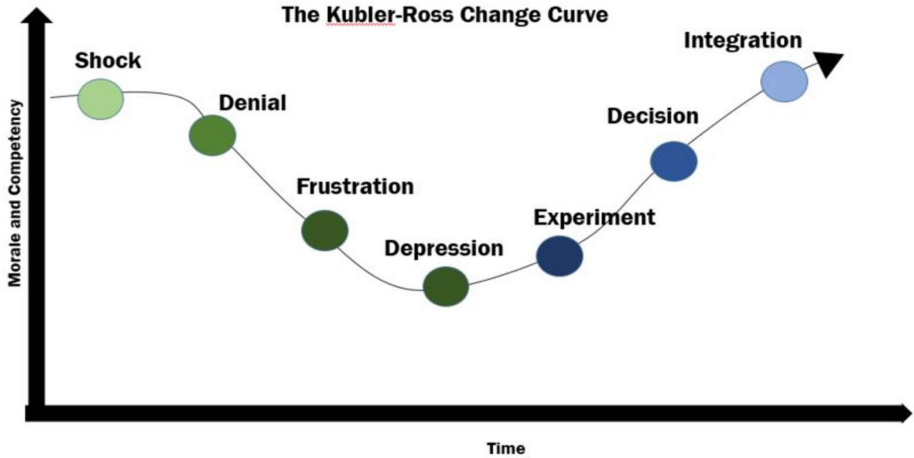
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Kübler-Ross Change Curve Model and Communication Strategies
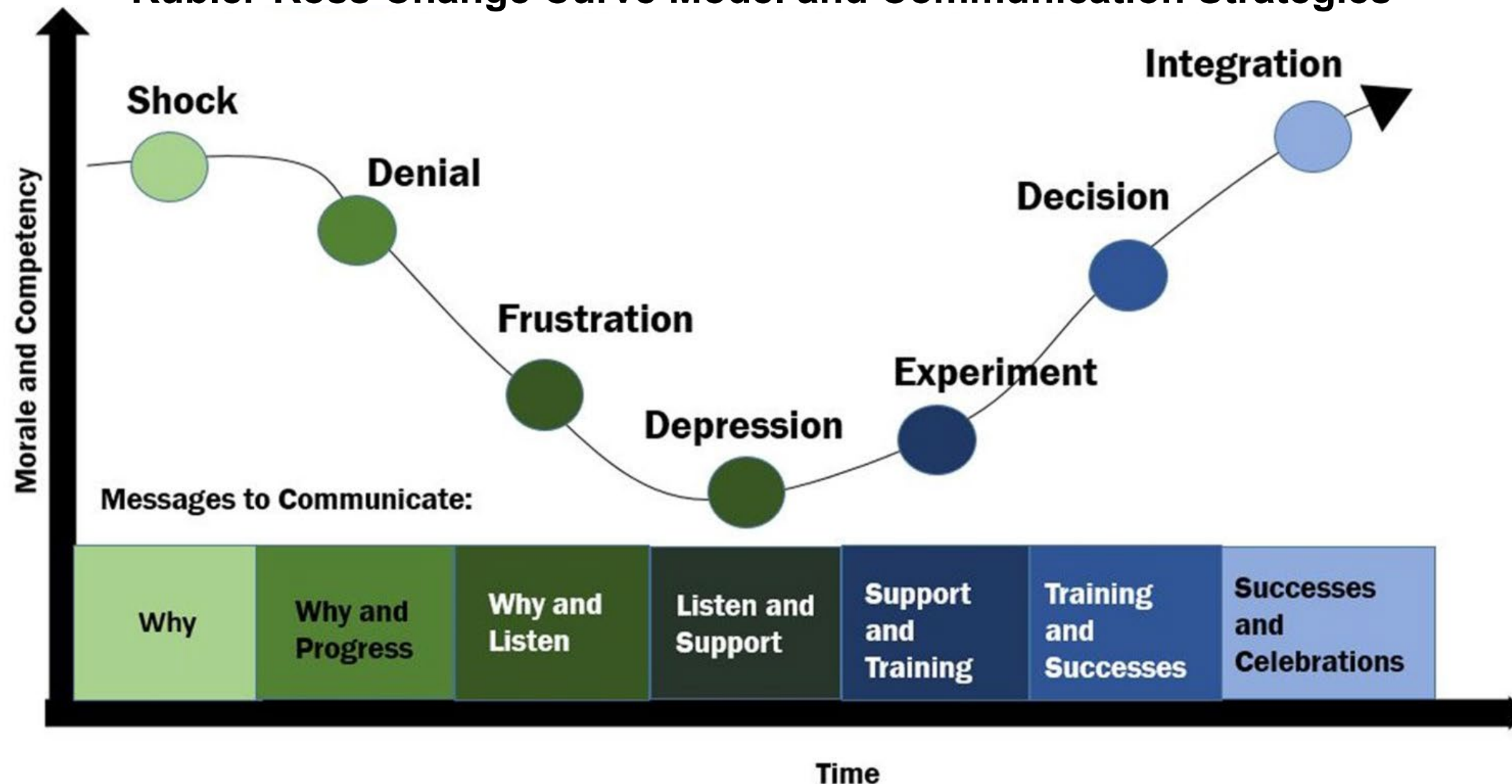
The Five Building Blocks for Successful Change

(A) **Awareness**

(D) **Desire**

(K) **Knowledge**

(A) **Ability**

(R) **Reinforcement®**

Taking Control of Change

ADKAR element:	Definition:	What you hear:	Without:
Awareness	**Of the need for change**	**"I understand why…"**	• Employees ask the same question over and over • Delays in implementation
Desire	**To participate and support the change**	**"I have decided to…"**	• Lower productivity • Increased turnover • Hoarding of information and resources
Knowledge	**On how to change**	**"I know how to…"**	• Lower utilization or incorrect usage of new systems Sustained reduction in productivity
Ability	**To implement required skills and behaviors**	**"I am able to…"**	• Employees worry whether they can be successful in the future • Greater impact on customers and partners
Reinforcement	**To sustain the change**	**"I will continue to…"**	• Employees revert back to old ways of doing work Ultimate utilization is less than anticipated The organization creates a history of poorly managed change

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Change is a Process and CHRS

Preparing Yourself for Change

Leading Your Employees Through Change

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Preparing Yourself/Adapting to the Change
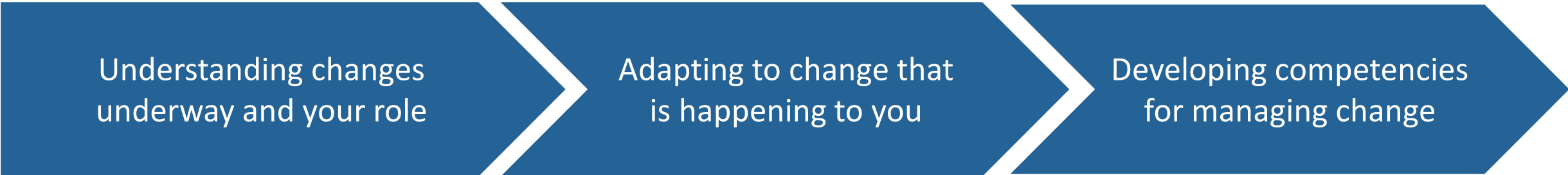
| Understanding changes underway and your role | Adapting to change that is happening to you | Developing competencies for managing change |

Leading Employees Through Change

| Introducing change to your employees | Managing employees through transition | Reinforcing and celebrating successes |

Communications

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Change is a Process and CHRS

Preparing Yourself for Change

Leading Your Employees Through Change

Why are Managers and Department Chairs so Important
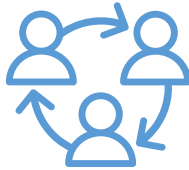
Supervisors/managers are **influential**

Employees **trust** them
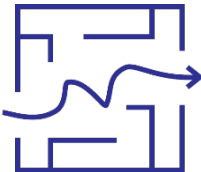
Managers **mitigate** resistance

Managers **build** support

You are a preferred sender!

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CHRS

In addition to fulfilling day-to-day managerial duties, managers and supervisors must perform 5 critical roles

Communicator

Liaison

Advocate

Resistance Understanding

Coach

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Each of the CLARC Roles Drives
Individual Change Through ADKAR®

	A	D	K	A	R
Communicator					
Liaison					
Advocate					
Resistance Understanding					
Coach					

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Roles that managers struggle to fulfill during change

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For Communicator:

Answer why, why now, what if, and how does it impact me/us?

	A	D	K	A	R
Communicator	High				
Liaison					
Advocate					
Resistance Understanding					
Coach					

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What is the risk of not fulfilling this role?

Risk if this role is not fulfilled:

Employees lack awareness
about why changes are being
made. Resistance to change
increases.

Most important messages for employees:

Business reasons for the change
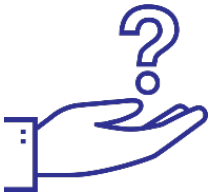
What's in it for me (WIIFM)?

Impact on the individual

How the change is happening

Details about the change

Employees need to hear the message 5 – 7 times before they internalize the message.

As Liaison:

Engage project team, especially around results and feedback

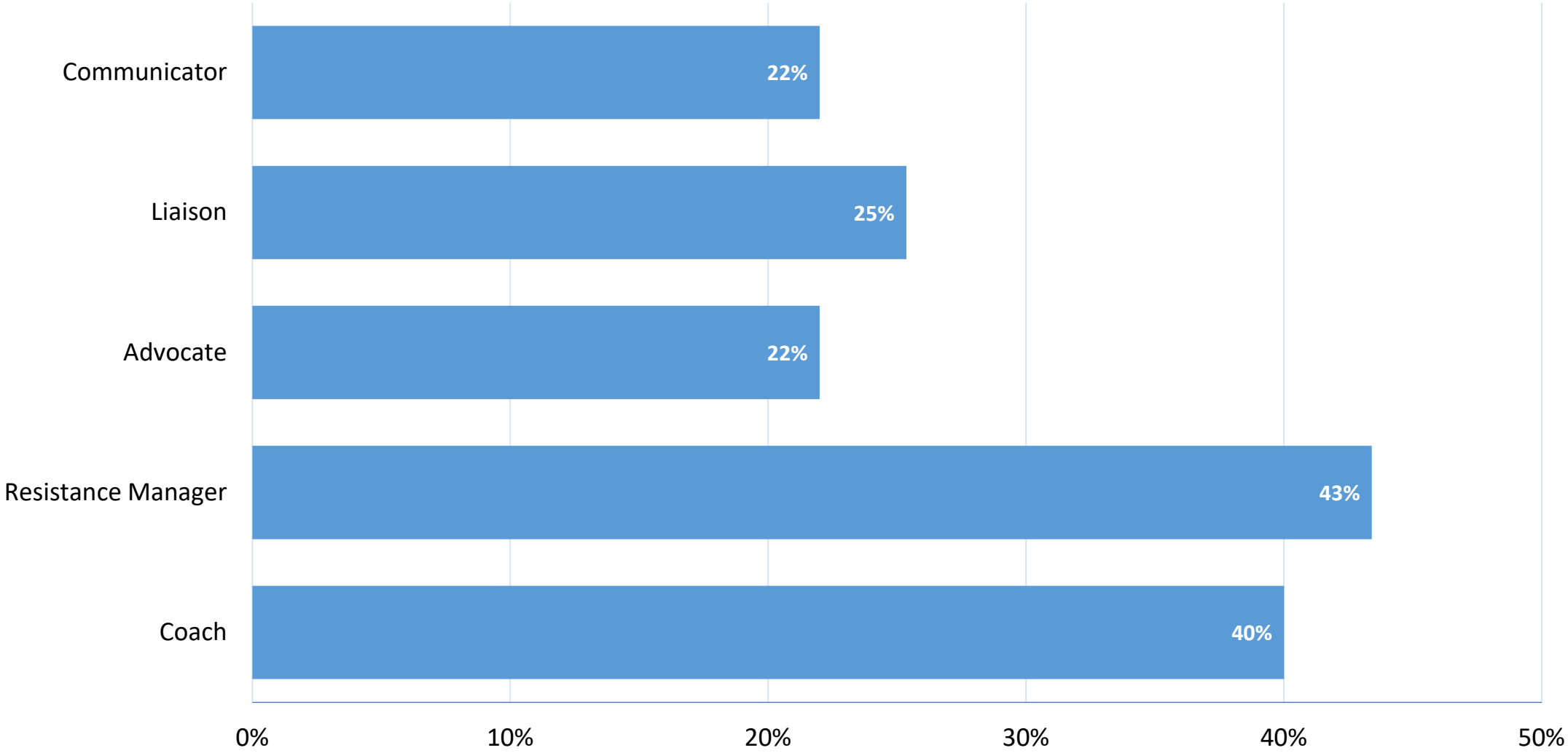|	A	D	K	A	R
Communicator					
Liaison					High
Advocate					
Resistance Understanding					
Coach					

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Connecting Back to the Project

You are the best source of feedback to the project team and change sponsors

Where are you experiencing **resistance**?
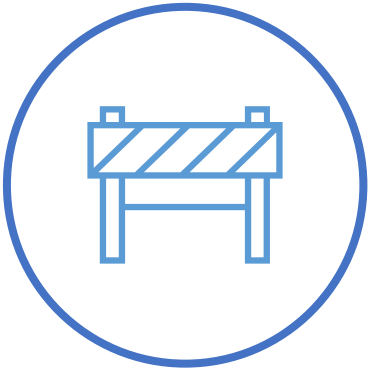
What are the major **roadblocks**?

Where do you need additional **support**?

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What is the risk of not fulfilling this role?

Risk if this role is not fulfilled:

The project team does not have an accurate view of
how the change is impacting employees or how effectively
the change is being adopted.

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As Advocate:

Show your commitment to the change

	A	D	K	A	R
Communicator					
Liaison					
Advocate		High			
Resistance Understanding					
Coach					

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What is the risk of not fulfilling this role?

Risk if this role is not fulfilled:

Employees do not view the change as important.
They will follow your lead.

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What do advocates do?

An advocate is a front-line leader who influences their team's desire to support change.

Communicate
Advocates are the primary source of information about change for their team

Influence
Advocates help team members understand why the change is important and how it will benefit them

Support
Advocates help team members adopt new behaviors, processes, or technologies

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In Resistance Understanding:

Identify and address the root cause

	A	D	K	A	R
Communicator					
Liaison					
Advocate					
Resistance Understanding		High			High
Coach					

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Resistance and Comfort

Resistance is a
**natural
human reaction** to
change.

You should expect
resistance and
not be surprised by it.
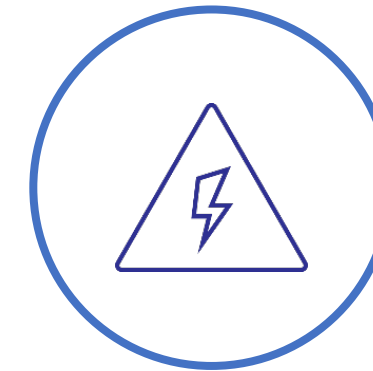
Persistent and enduring
resistance is a **threat** to
the success of the change.

Do not underestimate the power of comfort with how things are today.

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What is the risk of not fulfilling this role?

Risk if this role is not fulfilled:

Employees will not have a productive way
to surface objections and work through
their resistance to change.

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Top reasons for resistance:

1. Lack of awareness of why a change is needed
2. Change in job role
3. Fear/uncertainty
4. Lack of support from and trust in management/leadership
5. Lack of inclusion in the change

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Tactics for Addressing Resistance

7 Tactics for Addressing Resistance

✓Listen and understand objections

✓Focus on the "what" and let go of the "how"

✓Remove barriers

✓Provide simple, clear choices and consequences

✓Create hope

✓Show benefits in a real and tangible way

✓Make a personal appeal
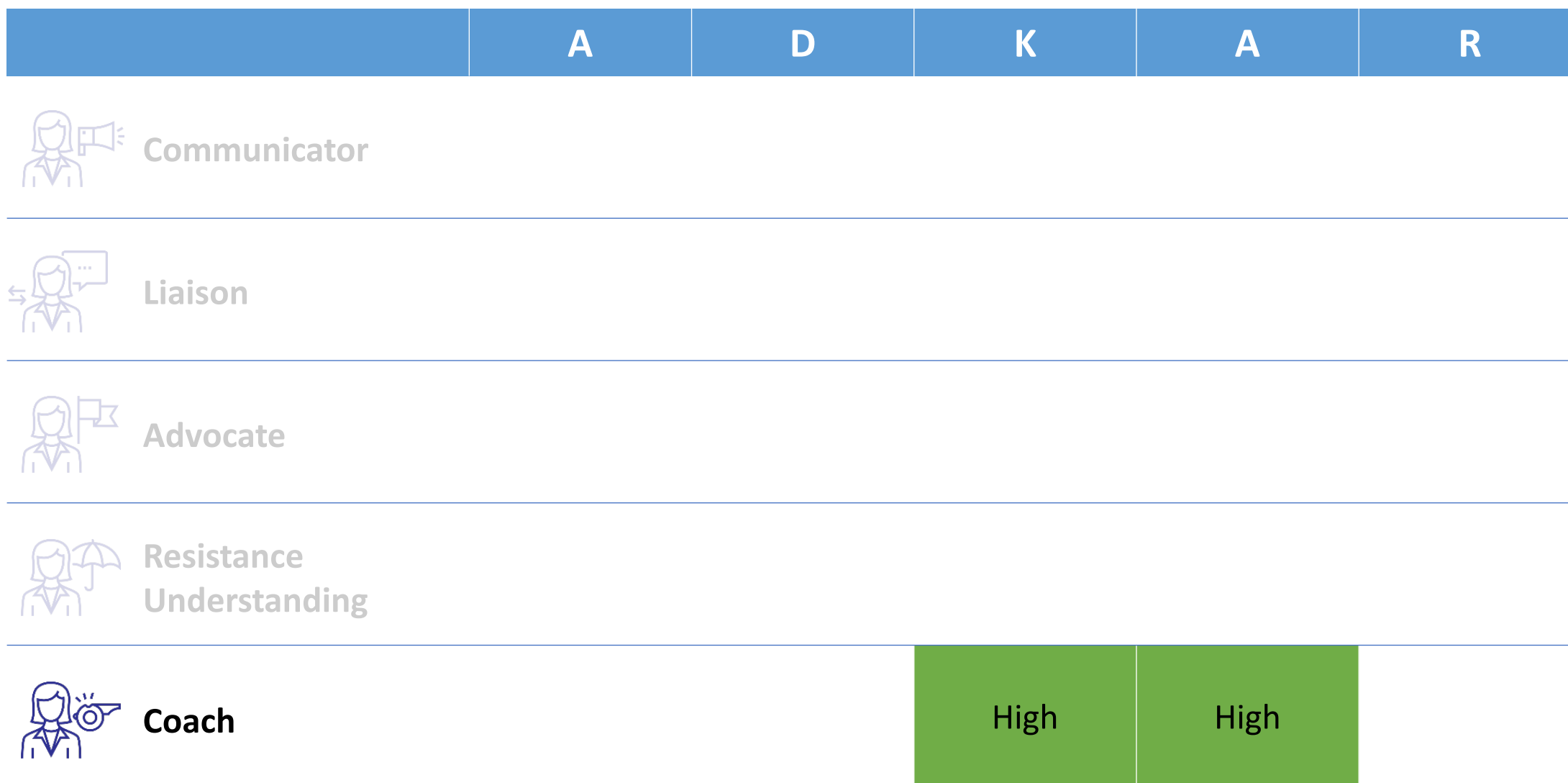
Reflection Activity: Resistance Scenarios

Which tactics might you use in the following scenarios?

1. **Late GA, TA, ISA time entry**. Academic student employees in your department are not reporting absences or time worked timely (e.g., ISA's daily, TA/GA weekly). Your ASC has reminded the students with no improvement; this is adding to the workload for your staff and the Payroll team. The faculty member (who leads the student) seems disengaged from the process.

2. **Forgetful Timesheet Approver.** You have an approver in your department that keeps forgetting to approve time by the end of the monthly pay period for student employees because "someone else" used to do it before online timesheets. Chasing the late approvals are adding to the workload of your staff, as well as the Payroll team, and creating late pay for employees.

3. **NLT.** A long-standing employee never had to submit "no leave taken" before and is upset they have to do so now. They feel it is a waste of their time.

4. **Change Fatigue.** Employees are undergoing other organizational and process changes and are now having to adjust to CHRS.

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As Coach:

Support your direct reports through the individual change journey they experience

		A	D	K	A	R
	Communicator					
	Liaison					
	Advocate					
	Resistance Understanding					
	Coach			High	High	

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Be an Active Coach for Employees

What is the risk of not fulfilling this role?

Risk if this role is not fulfilled:

Employees do not make a successful personal transition and struggle during the change: productivity, turnover and morale implications.

What do coaches do?

A front-line leader's responsibility to help employees learn how to change and adapt to new skills and behaviors.

1. Develops employees' knowledge about change

2. Helps employees implement new skills and behaviors

3. Supports employees during change

4. Helps employees adapt to the new environment

5. Acts as a role model for their team

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	A	D	K	A	R
Communicator	Answer why, why now, what if, my impact				
Liaison					Results and feedback
Advocate		Demonstrate commitment			
Resistance Understanding		Identify and address root causes			Celebrate and sustain
Coach			Support "know how"	Support execution	

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Digital Swag Bag

1. Presentation
2. Prosci ADKAR Model E-book
3. 10 Tactics for Managing Resistance
4. CSU Learn: Leading through Change AI Simulator

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What's Next?
CHRS Training – Learning Begins Today

Great ways to get connected and learn about the upcoming changes and system:

- Visit the CHRS Training & Instructions page
- Start viewing job aids and videos
- Attend CHRS Sessions and encourage attendance
- Discuss the Move to Production (MTP) Schedule and HR Workflow Pauses with your team
- Submit comments or questions about CHRS

CHRS Training Schedule Via HR Events

CHRS Knowledge Base-Offers Online Job Aids

CHRS Payroll Deadlines-Subscribe for Weekly Emails

| Quick Links to Training, Job Aids, Payroll Deadline Notifications |
| Access CHRS |
| CSU Time for Employees |
| Student Employee & Hourly Time Reporting |
| Timekeeper and Approver Primary Roles |
| Timekeeper and Approver/Manager Job Aids |
| Update Personal Details |
| Temporary Academic Employment |
| Recruiting and Hiring |
| Benefits Self Service |
| Reports |
| Frequently Asked Questions |
| Need Help? |

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CHRS Communications

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Help us improve. Take the feedback Poll.

#CHRSIsHappening

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