



Transparent HR and payroll management at St Andrews Links



Scotland's Home of Golf ensures efficient time and attendance recording and payroll accuracy for permanent and seasonal employees.

Fluctuating needs demand flexible staffing

More than 230,000 rounds of golf are played at St Andrews Links in Fife every year. To maintain its seven public courses and operate the associated golf academy, clubhouses and shops, the links employs a permanent core staff of around 250.

Annualised contracts mean they receive a set monthly salary based on a rostered working week over 12 months, and an agreement to work variable hours according to seasonal demand. In winter, for example, one course closes for three months, and shorter days mean fewer hours for greenkeeping and other outdoor work. In summer, when the links is at its busiest, employees work longer hours, supplemented by around 100 hourly-paid seasonal workers.

To help it manage staffing and salary complexity, St Andrews Links uses Civica's integrated HR, payroll and Time & Attendance solutions.

Outcomes

- ▶ **Improved ability to record and monitor working hours that fluctuate in line with business needs**
- ▶ **Enhanced transparency with comprehensive management reporting on hours worked and associated costs**
- ▶ **Increased confidence in payroll accuracy through seamless integration of time and attendance and payroll**
- ▶ **Reduced pressure on the HR team with robust, easy-to-use systems.**

"The Civica system is easy to use, robust and accurate, and enables the business to be more efficient. And our employees know they will be paid the right amount."

Ann Stuart, Human Resources Manager, St Andrews Links

Greater transparency



Improved efficiency



Enhanced reporting



As well as increasing time and attendance and payroll accuracy, replacing paper-based systems and manual processes with Civica's integrated solutions has boosted the efficiency of the HR team.

Visibility and transparency for all

"We originally had a paper-based system, but wanted something we could use to capture hours accurately for all employees and generate the payroll," says Ann Stuart, Human Resources Manager at St Andrews Links. "Civica's system could do everything we wanted, and we could tailor it to meet our specific needs."

Civica's Time & Attendance system captures working hours for both permanent and seasonal employees. With efficient, centralised recording and monitoring, all hours worked and the associated costs are included in management reports generated from the system. The HR team uses the Civica system to administer the annual cut-off date, ensuring that working hours are reconciled and carried over into the following year.

"Employees and managers really like the visibility provided by the system," says Stuart. "It means they can keep track of their hours, and take advantage of flexible work requirements, knowing that their hours will be balanced and that it is managed in an equitable way that is fair to all."

Easy to clock in and out

Employees clock in and out using proximity cards, which makes tracking easier, maintains security and ensures transparency. At offsite events, where the clocking terminals can't be used, managers simply log a business absence within the system to ensure a correct tally of hours are maintained. The absence tracking feature provides an audit trail in case an attendance issue or dispute arises.

Holidays and sickness are also administered through the Civica system. The HR team has created self-certification and return-to-work forms with the system, which save time for both managers and employees.

Increasing accuracy, boosting efficiency

Using the Civica solutions means that managing hours worked and administering payroll can all be done by a full-time manager and a part-time team member — a previously untenable situation. Payroll integrates seamlessly with the accounts department's nominal ledger, from where BACS payments are processed.

"Before, we used manual timesheets which was very time consuming and prone to error," says Stuart. "The Civica system is easy to use, robust and accurate, and enables the business to be more efficient. And our employees know they will be paid the right amount."

The HR team has also made the hiring process more efficient with the Civica HR e-recruitment module. "The whole recruitment process is handled automatically from receiving the application form to completing the HR records, which saves a lot of time," says Stuart.

"The Civica solutions help us to manage a highly diverse workforce delivering a world-class service to our customers," she continues. "We can meet seasonal demand efficiently, while ensuring our employees are looked after during the winter months when there's typically less work. This could have caused staffing issues, but thanks to Civica we can manage this — the system works well."

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40% increase in workforce seasonally enabled by Civica HR technology without additional resources.