

# Canadian Payroll/Human Resources and Business Intelligence

*driven by eCMS Construction ERP Solution*

*“Only by examining our limitations, could Clark Builders continue to exceed our own lofty expectations. ERP technology and business intelligence support the needs of our entire firm, and allow us to function as a single, cohesive unit as we successfully fulfill the goals of our customers, one project at a time.”*

— Marc Timberman, Chief Financial Officer, Clark Builders

**Company:** Clark Builders  
**Industry:** General Contractor  
**Construction Services:** Commercial, industrial, recreational, metal works and institutional construction  
**Corporate Headquarters:** Edmonton, AB  
**Territory / Locations:** offices in Edmonton, Saskatoon, Calgary, and Yellowknife, Canada

**Client Information:** Clark Builders is a general contractor with over \$850 million annual revenues. Clark Builders is part of Turner Construction, a general builder in the U.S., ranking first or second in the major segments of the building construction field and is a subsidiary of HOCHTIEF, a well-known international construction service provider.

- Founded in 1974
- 1,000 employees
- over 1,000 payroll checks bi-weekly
- over 4,000 invoices per month

**Software Applications:** eCMS, Accounts Payable, Accounts Receivable, General Ledger, Purchasing, Job Cost, Time and Material Billing, Human Resources, Canadian Payroll, eForms, Tableau Business Intelligence and Analytics, Enterprise Content Management and Integration Suite

**Technology Environment:** Cloud-based, Hosted eCMS

**Challenge:** Part of the Turner Construction Group conglomerate, Clark Builders provides commercial, institutional, light industrial, industrial and residential construction services across Western Canada from its locations in Edmonton, Yellowknife, Saskatoon and Calgary. The general contracting firm has grown 482% in headcount over the past 12 years and self-performs most of their jobs, driving annual revenues of more than \$850M.

Clark Builders also does some unique metal concrete and cladding work and handles the materials and equipment logistics themselves, making their business even stronger but also more complex. In all, the firm processes over 1,000 paystubs each bi-weekly for jobs that take place in remote areas where information collection, sharing and distribution is difficult.

Exponential growth and an expansive construction empire has brought Clark Builders two specific challenges in terms of managing their employees’ human resources and payroll information, as well as processing the company payroll.

## Challenge 1 – Data Entry Volume Delays Onboarding and Payroll, and Causes Errors

Clark Builders collected timesheets in a various forms, including digital Excel files, paper, fax and email. Accuracy checks and tallying was done manually, as was timesheet entry into eCMS. Missing information (codes, times, names, job info, etc.) delayed the process, which took multiple employees three days to process from start to finish. Issues with overtime, excessive hours, missing times and outdated employee information forced excessive cross-referencing and back-and-forth communication between payroll, management and employees to avoid future duplicate checking and adjusting. In addition, when the company made enterprise-wide changes to personnel information (codes, salaries, benefits, stock option payouts, bonus payouts, etc.) each adjustment had to be done manually. Employee onboarding was also a manual process, taking significant time to gather and enter all related information.

## Challenge 2 – Accessing, Sharing and Distributing Payroll Data and Records

Each department kept their data separate and in their custom formats. Project managers relied on traditional reporting, while human resources kept their information separate, and payroll had its data managed by another group entirely. Although each team needed to rely on each other’s data, no one could share critical information in a timely and accurate manner, and the lack of visibility into project labor costs was horrific. Further, paystubs were printed, folded, stuffed and distributed to employees by mail or hand. Misinformation caused delays, duplicated efforts and additional postage. Paystub copies were also created and placed in physical file rooms. And, Canadian Record of Employment reporting required Clark Builders to show the record of employment for each employee for the prior 53 weeks, which the firm entered manually into government websites. In all, Clark Builders calculated that the average cost of a processing each of its 1,000 paystubs bi-weekly was \$2.50.

**Solution:** Clark Builders leveraged ERP technology to standardize and integrate its payroll and employee data and processes. The end result was a streamlined and automated high-volume payroll processing system.

**Results:** Clark Builders was able to reduce its costs and increase its capacity by empowering end users in every department of the firm. They see improved productivity and enhanced efficiencies that have established a foundation for continued growth. Clark Builders saved thousands of dollars by automating, streamlining and integrating their enterprise-wide payroll and human resources processes and data.

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*“With our exponential growth, challenges have surfaced which we had to address quickly and for the long term. After review of our current processes, we easily concluded that our enterprise-wide payroll processes must be improved to eliminate payroll errors, reduce payroll paperwork and eradicate all manual processes associated with the entry, processing and distribution of payroll. We have solved all of our challenges with Computer Guidance’s eCMS v.4.0 and have established a strong foundation for future growth.”*

— Dean Doige, Chief Information Officer, Clark Builders

**Solution:** Clark Builders leveraged ERP technology to standardize and integrate its payroll and employee data and processes. The end result was a streamlined and automated high-volume payroll processing system.

## Solution 1 – Linking the Field and Home Office

Clark Builders standardized the data entry for timesheets at the field level with Excel sheets with built-in drop-down codes and pre-filled information. These timesheets were emailed to payroll where ERP programming was utilized to extract the data and send it into business intelligence applications and eCMS simultaneously. ERP business intelligence automatically populated user-friendly dashboards for exception and error checks, alerting payroll for focused review. Built-in payroll rules now allow for complete visibility into the workflow.

To accelerate, automate and standardize the way enterprise-wide or a group-wide updates are handled in the payroll system, Clark Builders created programs and Excel files within eCMS allowing to push and pull information as needed. Once data was uploaded and integrated into eCMS, business intelligence would be used to verify exceptions and changes. In addition, employee onboarding was automated and ERP business intelligence solutions is now used to check on incomplete information and areas needing additional attention.

## Solution 2 – Seamless Data Exchange

By integrating data across all of its departments, Clark Builders provides seamless access to accurate information when and where it is needed in real time. By exposing payroll data, Project Managers could calculate labor costs and Human Resources could efficiently manage its ever-growing teams across Western Canada. Through ERP and business intelligence, Clark Builders can run reports or leverage live dashboards to turn data into action, from fulfilling payroll obligations to government regulations, and continue on its trajectory of success.

**Results:** “Only by examining our limitations, could Clark Builders continue to exceed our own lofty expectations,” said Marc Timberman, Chief Financial Officer, Clark Builders. “ERP technology and business intelligence support the needs of our entire firm, and allow us to function as a single, cohesive unit as we successfully fulfill the goals of our customers, one project at a time.”

Specifically, Clark Builders was able to reduce its costs and increase its capacity by empowering end users in every department of the firm. They see improved productivity and enhanced efficiencies that have established a foundation for continued growth.

- Gained 75% processing efficiency increase in payroll error auditing and correction, and timesheet entry
- Achieved 85% efficiency improvements in employee personnel information capture, maintenance and availability
- Significantly reduced payroll time (over 75% time savings)
- Automated the entire employee onboarding process
- Automated distribution of payroll records to 95% of employees saving over \$75,000 annually
- Eliminated the paper-based documentation of payroll information saving over \$52,000 annually



Commonwealth Recreational Centre



Robbins Health Learning Centre



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BUILDERS**



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