


FROM	NAME & TITLE	Michael Moiseyev, Director	CITY of BALTIMORE MEMO	
	AGENCY NAME & ADDRESS	Department of Finance 100 Holliday Street, 4 th floor Baltimore, MD 21202		
	SUBJECT	CC 22-0142R Informational Hearing - Workday Implementation Status		

TO The Honorable President and Members
Of the Baltimore City Council
Attn: Executive Secretary
Room 409, City Hall
100 N. Holliday Street
Baltimore, MD 21202

DATE: March 3, 2023

Re: Bill 22-0142R – Informational Hearing- Workday Implementation Status

The Department of Finance, along with Workday Project co-sponsors, Baltimore City Information and Technology and the Department of Human Resources, welcomes the opportunity to brief the City Council on the status of Workday implementation; including the status of implementation phases, related metrics, successes and challenges and current operational initiatives. While the Resolution notes Workday’s implementation in relation to the City’s procurement process, the Workday implementation is also transforming the City’s business processes across Human Resources, Payroll, Accounting, Banking, Accounts Payable, Learning and Development, and Performance Management.

The Workday Implementation was planned for three phases with the initial Workday Project kick off occurring in 2019. Phase I Go Live occurred in 2020 with the launch of Human Capital Management, Compensation, Benefits, Absence and Time Tracking and Payroll. As Phase I was still being implemented city project teams were already working on Phase 2, preparing for our August 2022 Go Live of Financial Accounting, Banking and Settlement, Customer and Supplier Accounts, Business Assets, Projects, Procurement, Grants Management, Inventory and Expenses. That forward progress has continued with Phase 3 Go Live of Learning Management, Talent Management and Performance Management.

Overall, the implementation of a modern Enterprise resource planning tool that standardizes City data and processes into one system and that helps manage, automate and connect key processes citywide is transformational. The City prepared for this modernization through a layered framework approach involving Agencies citywide in the development and implementation and through providing dedicated resources in training and change management to engage, train and support all of our internal and external stakeholders.

Current Efforts to Improve the Procurement Process

The procurement process plays a central role in Baltimore’s ability to successfully deliver services for City residents, whether that is through routine supply purchases or through contracts for major equipment and capital projects. We know that lags in the procurement process can impact the City’s service delivery. Achieving procurement excellence will mean City agencies have the staffing and tools to proactively carry out competitive procurement processes that successfully wrap up with a signed contract for goods and services. The movement to Workday is leading to

increased communication and visibility on contracting and payments. Workday offered improvements to functionality for external suppliers included the ability to access real time payment information, view purchases orders, self-service options to maintain their account information, and ability to respond to request for quotes.

Workday is one tool in the transformation of procurement in the City of Baltimore. As part of the Mayor's initiatives the Department of Finance initiated a citywide review of the current state of Procurement in the City of Baltimore through all stages of Procurement.

With the assistance of consultants, the Procurement Assessment and Transformation included a review of current state. The assessment included interviews of internal and external stakeholders, peer reviews, data analysis and targeted focus groups to outline both current state and to identify a roadmap. That roadmap outlines how we will address changes to policy, technology, processes and staffing that will enhance and modernize all aspects of Procurement- from planning, execution, strategic contracting and administration, and integrity and controls. That transformation roadmap is in the final stage and is in the process of being presented to stakeholders citywide as a lead up to public communication within the next two months outlining the results and detailed plan.

Representatives from the Department of Finance will be present at the hearing for City Council Bill **22-0142R**.