

**CITY OF BALTIMORE
COUNCIL BILL 21-0018R
(First Reader)**

Introduced by: Councilmember McCray, Porter, Ramos, Middleton, Stokes, Torrence, Bullock,
Cohen

Introduced and read first time: February 8, 2021

Assigned to: Public Safety and Government Operations Committee

REFERRED TO THE FOLLOWING AGENCIES: City Solicitor, Department of Human Resources,
Baltimore City Information and Technology, Department of Finance, City Administrator

A RESOLUTION ENTITLED

1 A COUNCIL RESOLUTION concerning

2 **Investigative Hearing – Workday Enterprise Resource Planning Implementation**

3 FOR the purpose of inviting the Director of the Department of Human Resources, the Director of
4 the Department of Finance, the Director of the Baltimore City Office of Information &
5 Technology, and other interested parties to appear before the Baltimore City Council to
6 discuss: the development and implementation process of the Workday Enterprise System;
7 what focus groups or other workgroups were created to identify potential problems during the
8 development process; what offline performance tests were conducted to identify potential
9 gaps in service delivery capabilities; and what corrective processes have been put in place to
10 remedy the countless problems that the city has faced during this implementation process.

11 **Recitals**

12 **WHEREAS**, Baltimore’s vision for Workday was to implement the modern Workday
13 Enterprise Resource Planning (ERP) tool that would manage, automate, and connect key
14 processes within the City’s complex network of agencies, services, and people, by saving
15 valuable time and money;

16 **WHEREAS**, the former employee timekeeping practice that included punching time clocks or
17 submitting paper time sheets was deemed less efficient. To be sure, several similarly-sized
18 jurisdictions to Baltimore have already made the transition to cloud-based software applications,
19 such as Workday;

20 **WHEREAS**, despite soaring expectations, the rollout of Workday was flawed from the outset,
21 with hundreds of City employees being negatively impacted – many of whom are essential
22 workers who continue to be our lifeline throughout the COVID-19 pandemic;

23 **WHEREAS**, many employees have been underpaid or not paid entirely since the Workday
24 rollout. In some cases, employees have not been paid for 6 weeks. This has caused an enormous
25 financial strain among our city employees. As a result, many in our workforce have now fallen
26 behind on monthly bills such as car payments, mortgage payments, and credit card bills;

EXPLANATION: CAPITALS indicate matter added to existing law.
[Brackets] indicate matter deleted from existing law.

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1 **WHEREAS**, throughout implementation of the Workday system, there have been concerns
2 around inadequate training and resources provided to employees, managers, and supervisors
3 regarding navigating the system and entering hours worked; and

4 **WHEREAS**, City employees deserve transparency on this matter, and the City needs to
5 provide information about what additional training and resources will be provided to correct the
6 negative consequences that have occurred to our employees as a result of these system failures.

7 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE**, That the
8 Council invites the Director of the Department of Human Resources, the Director of the
9 Department of Finance, the Director of the Baltimore City Office of Information & Technology,
10 and other interested parties to appear before the Baltimore City Council to discuss: the
11 development and implementation process of the Workday Enterprise System; what focus groups
12 or other workgroups were created to identify potential problems during the development process;
13 what offline performance tests were conducted to identify potential gaps in service delivery
14 capabilities; and what corrective processes have been put in place to remedy the countless
15 problems that the city has faced during this implementation process.

16 **AND BE IT FURTHER RESOLVED**, That a copy of this Resolution be sent to the Mayor, the
17 Director of the Department of Human Resources, the Director of the Department of Finance, the
18 Director of the Baltimore City Office of Information & Technology, and the Mayor’s Legislative
19 Liaison to the Baltimore City Council.