



**BALTIMORE CITY COUNCIL  
PUBLIC SAFETY AND  
GOVERNMENT OVERSIGHT  
COMMITTEE**

**Mission Statement**

*On behalf of the Citizens of Baltimore City, the Public Safety and Government Operations will be responsible for matters concerning public safety, including, but not limited to; emergency preparedness, police services, fire/EMS, and the executive, administrative, and operational functions of the city government and libraries.*

**The Honorable Mark Conway  
Chairman**

**PUBLIC HEARING**

**Wednesday, February 10, 2021  
1:00 PM**

**Council Bill: 21-0018R  
Investigative Hearing –  
Workday Enterprise Resource  
Planning Implementation**

## CITY COUNCIL COMMITTEES

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**BILL SYNOPSIS**

**Committee: Public Safety and Government Operations**

**Bill 21-0018R**

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

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**Sponsor:** *Councilmember Danielle McCray*

**Introduced:** *February 8, 2021*

**Purpose:**

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

**Effective:** Date of enactment

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**Agency Reports**

Law Department	
Baltimore City Administrator	
Department of Human Resources	
Baltimore City Office of Information Technology	
Department of Finance	

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## Analysis

### **Background**

Two-years ago the City of Baltimore started out on this process to migrate its Human Capital Management, and Financial Management systems into a modern and easy to use cloud-based software application system. During this period, it was promoted throughout city government as an integrated solution to help streamline business processes and services. Through the implementation phases seen below, Workday would replace many of the legacy Human Resources and Finance systems through a phased in approach.



### **Project Leadership**

City leadership selected the Directors of Human Resources, Finance and Information Technology to serve as the Executive Steering committee for this large scale project. Project teams consisted of consultants who had implemented Workday before; subject matter experts (SMEs) appointed from each city agency, and a change management and training team.

### **Guiding Principles**

These guiding principles outline key criteria that were used in the decision making process regarding the Workday implementation.

- Simplify and Standardize – Reduce manual processes and transactions and align to Workday best practices.
  - Secure Data – Create transparency and access to real-time data and to aid in decision making and planning.
  - Empower Users – Maximize the use of self-service functionality for employees and managers.
  - Transform – Modernize our processes to improve services for the citizens of Baltimore.
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## **Additional Information**

**Fiscal Note:** Not Available

**Information Source(s):**

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Analysis by: Samuel Johnson, Jr.  
Analysis Date: February 8, 2021

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**AGENCY REPORTS**