

CITY COUNCIL BRIEFING: WORKDAY IMPLEMENTATION

February 10, 2021



WORKDAY OVERVIEW

The Workday Enterprise Resource Planning (ERP) software is a secure, cloud-based, and state-of-the-art application. Baltimore City's implementation is in Phase I and includes HR, Compensation, Benefits, Payroll, Time-Tracking and Absence functionality.

- **Phase One-A:** Deployed on October 6, 2020 to all employees and retirees
 - Functionality Delivered:
 - Human Capital Management (HCM)
 - Employee/Retiree Benefits
- **Phase One-B:** Deployed on December 13, 2020 to Payroll Cycle A and December 17, 2020 to Payroll-Cycle B (each payroll cycle has several employee groups within them)
 - Functionality Delivered:
 - Workday Compensation
 - Time-tracking
 - Payroll



WHY IS WORKDAY IMPORTANT

For Baltimore, the workday implementation is historic, with some challenges, and with great rewards. Baltimore has chosen to bring its computer applications out of vintage 80's/90's timeframe!

- Transforms business processes and allows for conversion of paper-based processes to automated processes
- Provides a transaction level transparency to data for employees, managers and executives
- Delivers a solid business case that justifies the expenditures through efficiency and productivity
- Brings our employees to a higher computing skill level

Our challenges today are similar to others. The change to employee self-service and pay-to-punch is transformational and we must partner to fix problems and issues and carry forward.



OUR GOAL

Our number one goal is to make sure everyone is paid on-time and in-full!

The Department of Finance, Central Payroll Bureau and the Department Human Resources, with the help of our Consultants, are partnering with Agencies and Baltimore Unions to resolve open issues, answer questions and pay employees accurately.



OUR PARTNERSHIPS

- We have and will continue to conduct additional training for employees, *(approximately 11,000 training sessions conducted)*
- We have partnered with Agencies' HR and Payroll to resolve issues and we have held training session to large groups of employees
- We have acquired additional resources from our consultants to help resolve issues, bolster training, and improve processes
- We have provided Union leadership updates and list of Union members who have been paid off-cycle checks to facilitate their Union Member conversations



OUR INDICATORS SHOW PROGRESS

- More employees are entering their time and managers are approving it on-time
- The majority of off-cycle checks produced are for adjustments to pay, not for employees being unpaid
- Employees are entering time using multiple methods (timeclocks, kiosks, workstations, and mobile devices)
- The majority of systems wide issues (69%) have been corrected with the target dates of 02/12 or 02/19 for the remainder



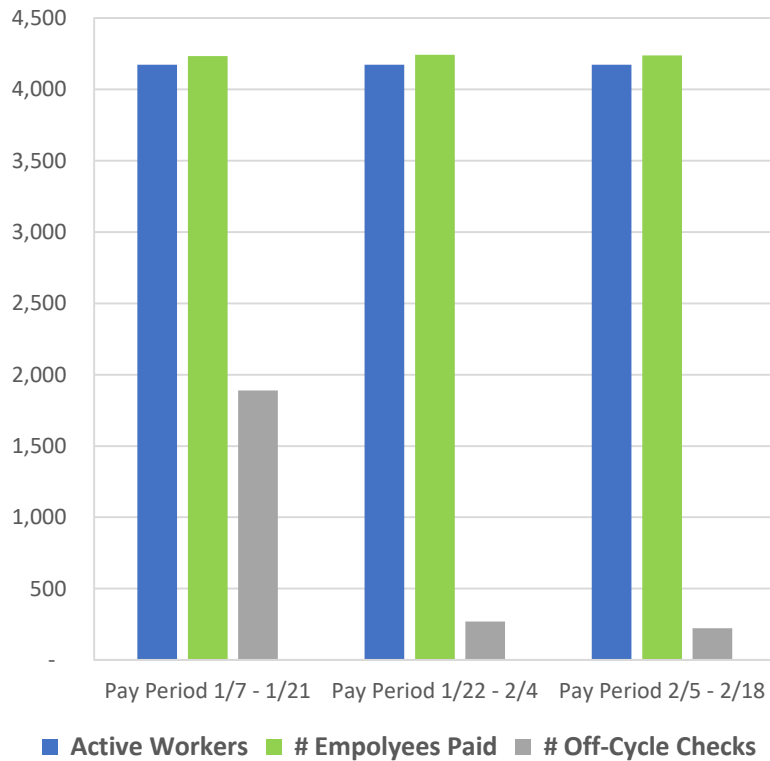
WORKDAY PRIORITY ISSUE RESOLUTION STATS

- Total Number of Issues: 61
- Number of Resolved Issues: 42
- Number of Open Issues: 19
- Percent of Closed Issues: 68.9%

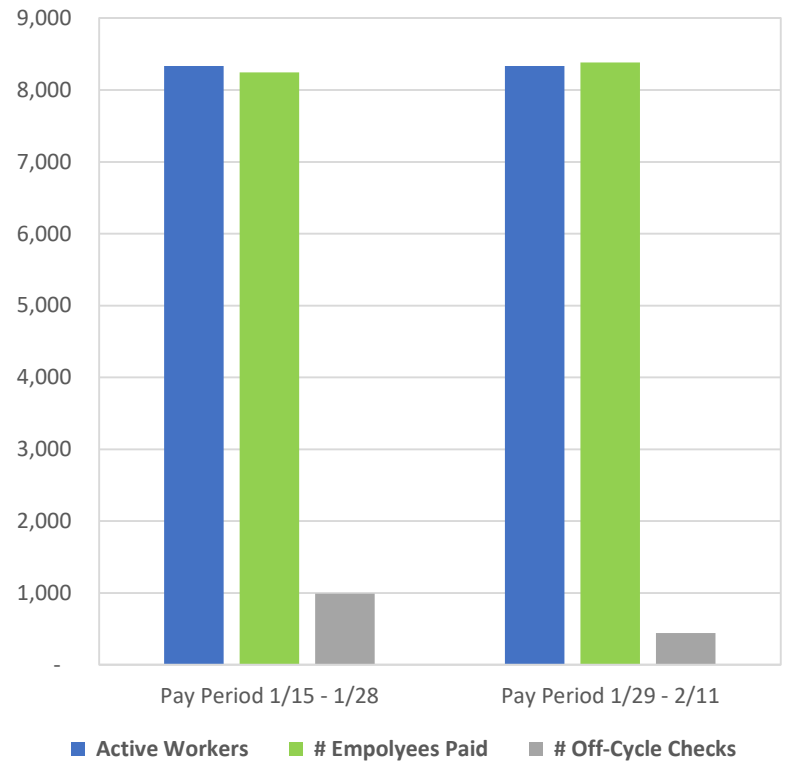


ACTIVE WORKERS VS. EMPLOYEES PAID VS. OFF-CYCLE CHECKS

Cycle B: # Active Workers vs. # Employees Paid vs. # Off-Cycle Checks

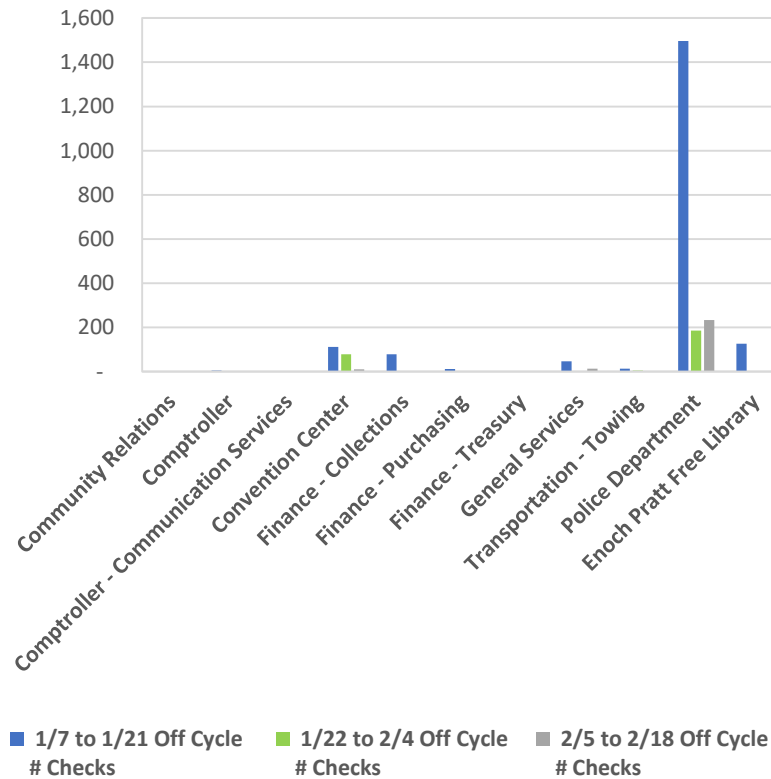


Cycle A: # of Active Workers vs. # Employees Paid vs. # Off-Cycle Checks

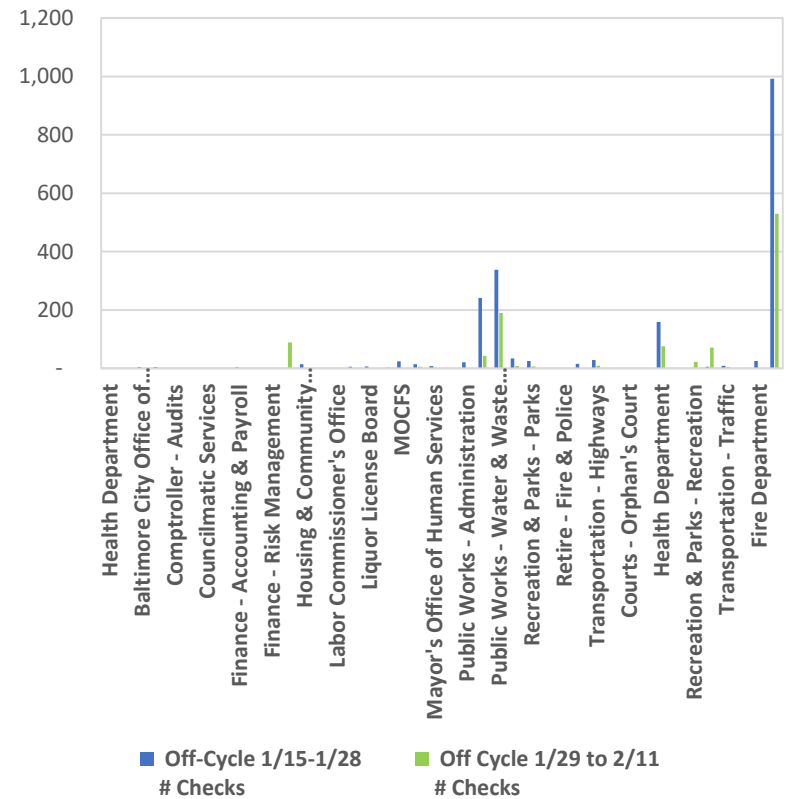


NUMBER OF OFF-CYCLE CHECKS BY AGENCY

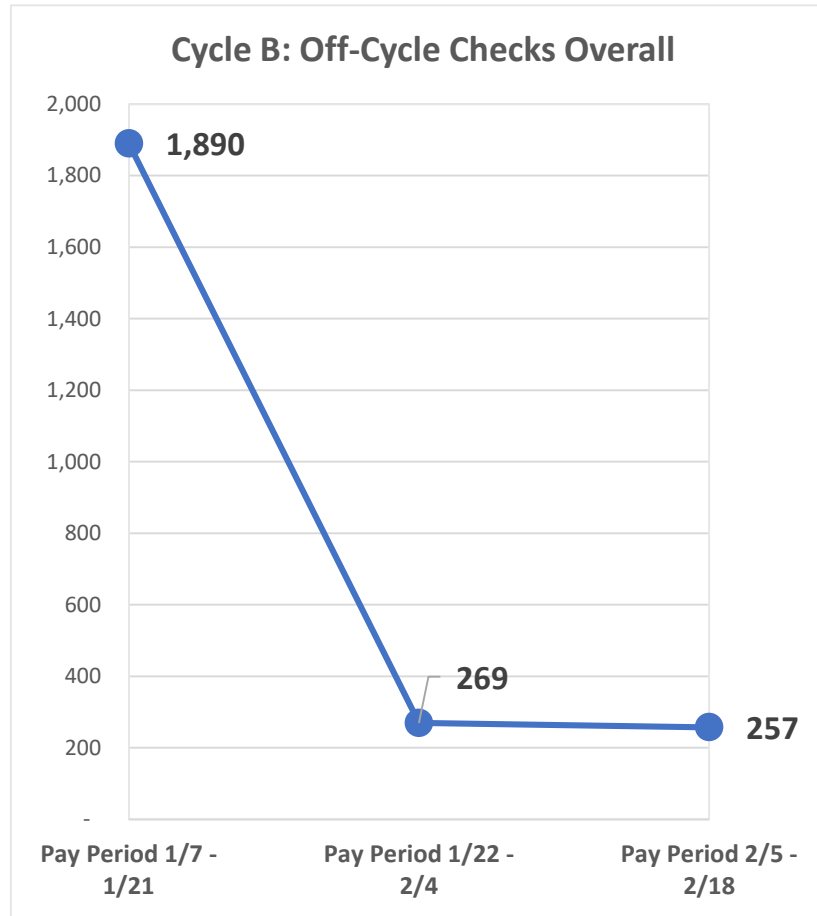
Cycle B: Off-Cycle Checks by Agency



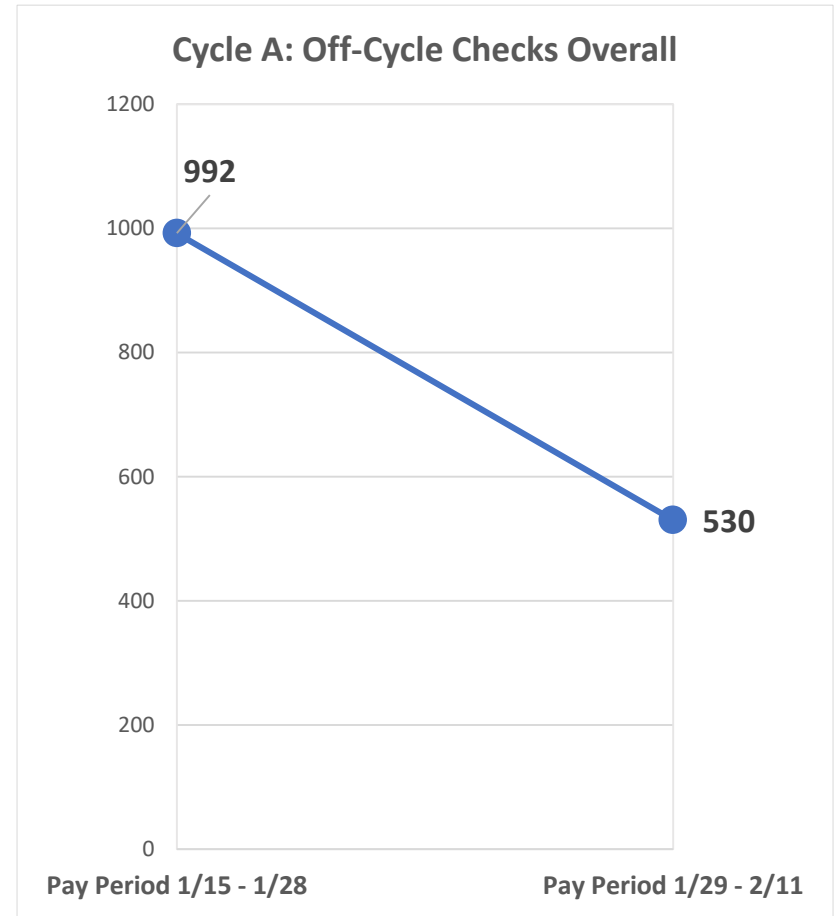
Cycle A: Off-Cycle Checks by Agency



NUMBER OF OFF-CYCLE CHECKS OVERALL



Cycle B saw an 86.40% reduction in off-cycle checks over 3 pay periods



Cycle A saw a 46.57% reduction in off-cycle checks over 2 pay periods



PAY ISSUES ASSOCIATED WITH DATA

Here is a summary of the issues that fall into this category:

- Annual Step Progression was incorrect based on a data entry error in Compensation (impacted 192 in Police, 2 in Fire)
- Work Schedule was deleted and resulted in standard regular hours not paid (impacted 146 in Public Works)
- Incorrect accrued leave balances converted into Workday with historical edits needed to correct
- Errors in assignment between health benefit programs and program coverage options.
- Incorrect MBI numbers and retirees without Medicare Part A and/or Part B, and incorrect information on plan options (retiree Part B only and Non-Medicare dependent etc.)
- Incorrect dependent data migrated from ADP to Workday (bad or missing social security numbers, missing genders, dates of births, etc.)

Corrective Action (how and what we are doing to address the issues):

- The Benefits team will continue correcting all discrepancies manually as identified on a day-to-day basis.
- Central Payroll has been working on updating the Leave Balance Accruals.
- HR Tech Team worked with consultants to correct the step progression configuration resolving the pay issues for the impacted fire and police employees



PAY ISSUES ASSOCIATED WITH CONFIGURATION

Here is a summary of the issues that fall into this category:

- Sick Leave and Legacy Vacation were not calculating correctly for Police (impacted 225 in Police)
- Permission Leave was miscalculating with incorrect proration (impacted 217 in Police, 127 in Library, 206 across other agencies)
- Longevity progression sequencing errors impacted individuals who reached 5, 10, 15-year anniversaries during transition period
- Mismatched Salary/Hourly to Exempt/Non-Exempt resulted in overpayments to certain workers (Library, General Services, Transportation)

Corrective Action (how and what we are doing to address the issues):

- Any pay identified as incorrect will be promptly corrected and the employee will be put on the off-cycle request list if needed.
- Central Payroll updated this calculation and the impacted employees have received off-cycle checks to correct this.



PAY ISSUES ASSOCIATED WITH HUMAN ERROR

- **Here is a summary of the issues that fall into this category:**

- Employee timesheets were not approved prior to payroll cutoff. Mass approvals had to be made by central payroll with no agency validation (>30% of timesheets in first pay periods)
- Out Of Title, Compensatory Time, Shift Differential, and Hazardous Duty Pay were not approved prior to payroll cutoff and require manager approval to pay
- Employees who changed their direct deposit account information during the transition period of October to December, were not updated by HR in the new system (~30 employees)
- Delays in hiring and onboarding new employees into the system resulted in delays to first paychecks (primarily Health and Police)
- Delays in entering employee life events resulted in delays to benefit eligibility

- **Corrective Action (how and what we are doing to address the issues):**

- Central Payroll is working with Agency Payroll to identify all time that was entered and approved after payroll was run and generate off-cycle payments for these employees.
- Central Payroll continues to work with Agency HR as the bank rejects are received, and generate off-cycle checks to pay employees.
- Employee Benefits is correcting and/or manually entering dependent data as identified on a day-to-day basis.



MOST OF OUR CHALLENGES ARE A RESULT OF ENTERING AND APPROVING TIME AFTER A PAY PERIOD.

Data shows that everyone that we are aware of has been paid, and most of the work and off-cycle checks produced are a result in adjustments or corrections.

Key Roles and Responsibilities

- Time Entry is the responsibility of the Employee. Time Approval is the responsibility of the Manager.
- Auditing Time Entry and Time Approvals is the responsibility of Agency Timekeepers/Payroll.
- Agency HR has the responsibility to ensure employees hourly/salary rates are correct, to hire new employees timely, and to update employee records in a timely manner.
- If time entry is approved, and the employees HR record is accurate, Central Payroll will pay the employee timely and accurately.



EMPLOYEE SUPPORT

- **Workday Support Website:**
<https://workday.baltimorecity.gov/employees>
 - Workday Support Mailbox for questions and answers
 - Workday FAQs
- “How to read your pay slip” job aid on Workday home page
- Agency Readiness Partners
- Agency-specific HR Practitioners
 - Questions on Compensation
- Agency-specific Timekeepers/Payroll Partners
 - Questions on Time Reported and Approved
- Workday Wednesday City-wide communication



AGENCY & HR SUPPORT

- **Agency Payroll Support Meetings**
 - Pre-Payroll audits for time entry and approval
 - Post-Payroll audits based on Time Entered after Payroll cutoff, or employee concerns
 - Other general support for employee questions brought to Agency HR/Payroll
 - Off-Cycle request process
- **Agency Toolkit**
 - Payroll Agency Partner Checklist
 - Time Management job aides
 - Check Request Form
 - Key Support Contacts

Agencies	Meeting Days
Pay Group 001 (Includes Housing, Mayors Office, Transportation, Others)	Weekly on Wednesdays
Pay Group 002 (Convention Center, General Services, Comptroller, Finance)	Weekly on Thursdays
Pay Group 003 and 03A (Includes Health, Courts, Sheriff, Recs & Parks, Others)	Weekly on Wednesdays
Public Works - Pay Groups 001 and 022	Daily
Police - Pay Group 012	Daily
Pay Group 022 (Recs & Parks, Transportation)	Weekly on Thursdays
Library - Pay Group 033	Weekly on Thursdays
Pay Group 044 (Special City Services, 17, Others)	Weekly on Thursdays
Fire - Pay Group 064	Weekly on Thursdays



OUR GUIDANCE MOVING FORWARD...

- Employee's role in Workday
- Manager's role in Workday
- HR's role in workday
- Agency's role in workday
- Special pay is not paid automatically
- Agency distribution of off-cycle checks



NEXT STEPS

- Central payroll will continue to provide high-touch mentorship with Agency personnel
- Continue to improve email, phone and other inquiry response methods
- Setup Hotline for Union Presidents escalations
- Provide Agency specific training for unique agency scenarios and business rules
- Strengthen onboarding process with central HR and Agency HR
- Implement compliance reporting for time-entry and manager approval



APPENDIX



WORKDAY TESTING APPROACH

The Workday Project has Testing Leads that manage the various phases of application testing. Testers are supplied from the ranks of functional workstreams, Agency Readiness Coordinators, Agency SME's, and Agency Functional leaders. Below are the specific testing workstreams from Phase I.

Test Workstream	Description	Dates	# Test Scripts Completed	Participants
Unit Testing	Business component level testing against configuration requirements and data (i.e. entering time)	Feb 7, To Mar 3, 2020	2,305	88 people from 16 agencies
End-to-End Testing	Full business process test of transactions and flow of data (i.e. time entry to pay deposit)	Jun 5 to Jul 10, 2020 supplement open enrollment Oct 13-30	1,393	101 people from 18 agencies
User Acceptance Testing	End users validate testing of business processes (i.e. validation by users)	Aug 31 to Sept 11, 2020	78	Agency SME's & Functional leads
Performance Testing	Systems testing under stress to determine scalability (i.e. process 1M transaction)	Oct 1 thru Oct 6, 2020	Full testing cycle	Full testing cycle
Payroll Parallel	Validate, compare, and explain differences between ADP and Workday	Aug 24 to Dec 1, 2020	Four comparison cycles	Four comparison cycles



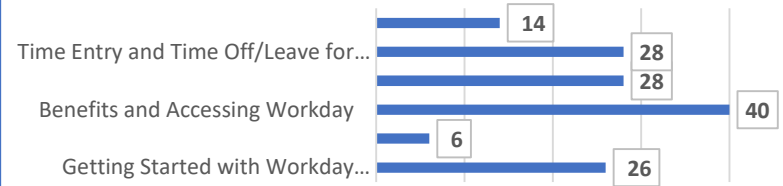
WORKDAY TRAINING APPROACH: ONLINE TRAINING

Workday project team provided training approach included instructor led training sessions, job aids and website training materials and videos. All training materials, training videos, and job-aids are online and accessible through the Workday website and via the Baltimore City splash page.

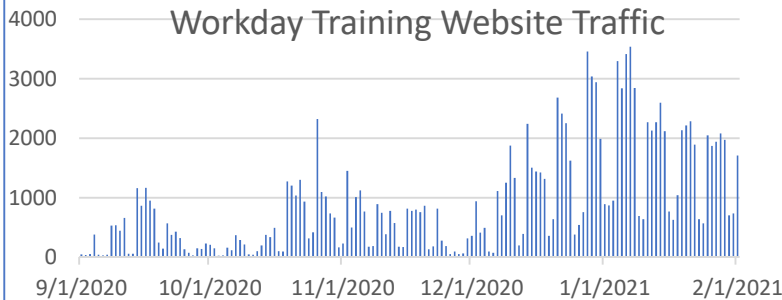
Attendance for Instructor Led Training Sessions



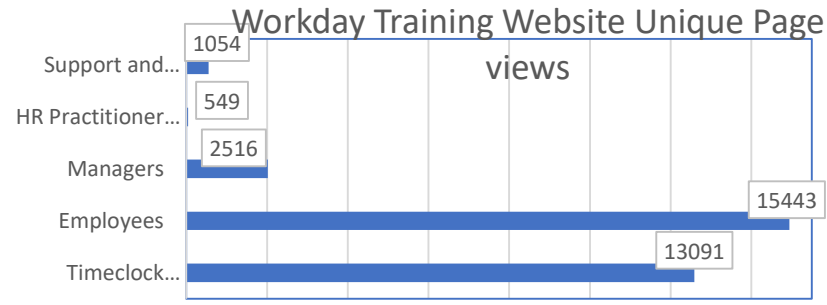
Number of Training Sessions Offered



Workday Training Website Traffic



Workday Training Website Unique Page views



JOB AID AVAILABILITY

The Training Workstream Summary consists of the Human Capital Management (HCM) job aids that were created for Phase One by the Workday Training Team.

Type of Job Aid	Employees	Managers	Back Office (Super Users)	HR Practitioners	Timekeeper	Totals
Absence		1	3	2		6
Benefits	4		1			5
Compensation		1	10			11
HCM	4	4		62		70
Getting Started - ESS	9		2			11
Getting Started - MSS	3	2				5
Mobile	5					5
Payroll	6	2	8			16
Time Tracking	6	16			3	25
Retirees			17			17
Totals	37	26	41	64	3	171



Payroll Cycle B

Payroll Agency	Pay Group
Community Relations	Bi-Weekly (002)
Comptroller	Bi-Weekly (002)
Comptroller - Communication Services	Bi-Weekly (002)
Convention Center	Bi-Weekly (002)
Finance - Collections	Bi-Weekly (002)
Finance - Purchasing	Bi-Weekly (002)
Finance - Treasury	Bi-Weekly (002)
General Services	Bi-Weekly (002)
Transportation - Towing	Bi-Weekly (002)
Police Department	Police Bi-Weekly (012)
Enoch Pratt Free Library	Pratt Library Bi-Weekly (033)

Weekly Payroll Cycle

Payroll Agency	Pay Group
Public Works - Solid Waste (weekly)	Weekly (022)
Rec & Parks	Weekly (022)
Transportation Highways	Weekly (022)

Payroll Cycle A

CF LRV Payroll Agency	Pay Group
Health Department	10-Month Bi-Weekly (03A)
Transportation - Crossing Guards	10-Month Bi-Weekly (03A)
Baltimore City Office of Information and Technology	Bi-Weekly (001)
City Council	Bi-Weekly (001)
Comptroller - Audits	Bi-Weekly (001)
Comptroller - Real Estate	Bi-Weekly (001)
Councilmatic Services	Bi-Weekly (001)
Environmental Control Board	Bi-Weekly (001)
Finance - Accounting & Payroll	Bi-Weekly (001)
Finance - Administration & Budgets	Bi-Weekly (001)
Finance - Risk Management	Bi-Weekly (001)
Fire Department	Bi-Weekly (001)
Housing & Community Development	Bi-Weekly (001)
Human Resources	Bi-Weekly (001)
Labor Commissioner's Office	Bi-Weekly (001)
Law Department	Bi-Weekly (001)
Liquor License Board	Bi-Weekly (001)
Mayor's Office	Bi-Weekly (001)
MOCFS	Bi-Weekly (001)
Mayor's Office of Employment Development	Bi-Weekly (001)
Mayor's Office of Human Services	Bi-Weekly (001)
Planning	Bi-Weekly (001)
Public Works - Administration	Bi-Weekly (001)
Public Works - Solid Waste	Bi-Weekly (001)
Public Works - Water & Waste Water	Bi-Weekly (001)
Recreation & Parks - Administration	Bi-Weekly (001)
Recreation & Parks - Parks	Bi-Weekly (001)
Retire - ERS/EOS	Bi-Weekly (001)
Retire - Fire & Police	Bi-Weekly (001)
State's Attorney's Office	Bi-Weekly (001)
Transportation - Highways	Bi-Weekly (001)
Courts - Circuit Court	Bi-Weekly (003)
Courts - Orphan's Court	Bi-Weekly (003)
Elections	Bi-Weekly (003)
Health Department	Bi-Weekly (003)
Legislative Reference	Bi-Weekly (003)
Recreation & Parks - Recreation	Bi-Weekly (003)
Sheriff's Office	Bi-Weekly (003)
Transportation - Traffic	Bi-Weekly (003)
SCS - Special City Services	Part-Time Bi-Weekly (044)
Fire Department	Fire Bi-Weekly (064)

