



MEMO TO: Finance and Administration Committee

FROM: Dawn Johnson, Finance Senior Business Analyst

DATE: August 28, 2018

SUBJECT: Workforce Management Consulting Services and Software License Agreements

I. PURPOSE ☐ For Info Only ☒ Potential Agenda Item ☐ Scheduled for Council Action

II. RECOMMENDATION

Approve to schedule for Council action the Consulting Services and three-year Software License Agreements with JK Seva, Kronos and Cornerstone for the implementation of Workforce Management systems in an amount not to exceed \$1.2M. The proposed agreements will be scheduled for Council action on 09/18/2018.

III. DEPARTMENT CONTACTS

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IV. DESCRIPTION/BACKGROUND

Key Human Resource (HR) business processes, including timekeeping, payroll, personnel records management, benefits management, and learning and certification management are vulnerable as they are reliant on business systems that have been or are on a path to be, what is known in the technology world as 'sunset'. This means that some of the City's HR systems have not been supported or are nearing a desupported state in the relatively near future and if a failure occurred, recovery would be difficult and costly. In addition, primary HR applications were implemented in an era of stove-piped or stand-alone systems. These disparate systems are not capable of sharing data. This puts the integrity of the data in any single system at risk and necessitates duplicate data entry. In 2017, through a competitive bid process, the City contracted with Soft Resources to assist in the evaluation and selection of software solutions and service providers who could best accommodate the City's workforce management business requirements. A total of eight (8) proposals were reviewed in response to the Request for Proposal (RFP) released in the later part of that year.

A. Analysis

Market analysis of available solutions demonstrated that the implementation of an end to end fully integrated solution which satisfies requirements for managing the workforce from recruitment to retirement and is poised to keep pace with technology advancements was the most cost-effective approach. It provides the City with a single source of employee data and minimizes our dependency on building and maintaining costly integration components across disparate HR systems.

The proposal that ranked above others in the selection process was submitted by Kronos, a solution provider operating exclusively in the workforce management space for over 40 years. Kronos proposed an integrated solution which included the Cornerstone Learning Management system as well as a third-party implementation consultant, JK Seva who would oversee the entire implementation effort.

This solution will increase the accessibility and reliability of our workforce data and create efficiencies in the business process by automating some now manually intensive processes. Using self-service portals, both managers and employees alike are provided the flexibility to access necessary processes from where they are on devices most accessible to them.

The project will last approximately 15 months and is scheduled to begin on November 5th, 2018. A portion of the funding for the startup of the Workforce Management project was approved by Council in the 2017-18 budget. A request for the balance of the project funding is included in the 2019-20 budget. If the balance of necessary funds is not approved, a 'non-appropriation of funds' clause which is added to the contract allows us to terminate. Under those circumstances, the scope of the project would be narrowed to include only the replacement of the current timekeeping system, as it is at the greatest risk of failure, using funding previously approved.

V. TIME CONSTRAINTS

Finance, Human Resources and Technology and Information Services would like to finalize the contract no later than September 18 to avoid any delay in starting the project by November 5.

VI. LIST OF ATTACHMENTS

Workforce Management.pptx