

**From:** Half, Chuck [chuck.half@pittsburghpa.gov]  
**Sent:** Friday, June 29, 2012 11:33 AM  
**To:** Luke Ravenstahl; Yarone Zober  
**CC:** Duane Ashley  
**Subject:** FYI\_No Automation or Efficiency Gains for City Payroll Happening for 2013\_When do you want them visible?  
**Attachments:** 062712\_Flow.docx; Timekeeper\_survey response.xls

Mayor and Yarone -

We have the additional \$550,000 to spend during 2012, should we begin spending it now to demonstrate highly visible benefits in Jan-Feb-Mar 2013, or wait until 2014??

Yesterday, ScottK supported your expectation to save 50% during 2013 of the annual \$700,000 Payroll operating expense that Ceridian consumes by bringing City Payroll back in-house to our JDE ERP financial management system. Also we will share County print production services for the 3,230 bi-weekly Payroll and and 4,300 monthly Pension Checks. Please be aware this decision retains the same inefficient existing manual time keeping and data entry activities that 43 staff covering 18 City functions use today. Approximately \$300,000 in 2012 budgeted capital funds will be consumed shifting from Ceridian screens to JDE ERP data entry screens to go-live on January 1, 2013,

This decision is short sighted, does not reduce management risk, and is definitely postponing until 2014 "delivering municipal services more efficiently by deploying and utilizing the best technology."

During this meeting with ScottK, NickL, CathyQ, (DuaneA was unable to attend), JudyHF and I made the case that the City should concurrently:

- begin reducing dependency upon paper-based time keeping processes
- install and train for Kronos' electronic workforce timekeeper and employee management systems.

The County uses Kronos' electronic workforce systems for 85% automation of their payroll entry processes. The City is 100% manual, and will remain that way for another 12 months unless I am redirected to different outcomes.

My recommendation is to COMMIT to using Kronos' time keeping software and data entry screens integrated with JDE ERP Payroll by January 1, 2013 instead of being forced to use JDE data entry screens that will be gradually replaced anyway along with retraining in 2014 - 2015. My objective, after listening to JudyHF's Payroll Team for the past two months, is to deliver / implement one longer term project so 43 staff covering 18 City functions can begin in 2013 and continue at mutually agreeable pace automating City Payroll operations.

Attached are 2 pages that summarize many of the moving parts of what JudyHF's Payroll team want to fix. Automating time entry is not a trivial process that will be solved overnight. But some

significant visibility both externally and internally will come very quickly. I came to work for you in August 2007 and immediately learned how inefficient and low-level task burdensome the City does payroll entry. You both told me in early 2008 "slow down" when it comes to payroll . How straightforward was it for your management team to obtain Snow Mega-don or G20 reporting and analysis information from department, division, and work activity levels? How fast do we research FMLA compliance? Automating and standardizing, as appropriate, the City's front end data collection helps to manage all of this churn.

My bias to BEGIN driving more tangible benefits at the same time we are changing payroll modules is based on listening to the City users and direct work experience with unions and worker accountability. The simpler decision that came from yesterday's meeting is safer, slower, more manageable, and less costly. Because it continues the status quo, however, it is far riskier than starting concurrently.

Regardless of the above recommendation, I am already actively supporting yesterday's decision to ensure that Ceridian is no longer needed after December 31st. Thanks for listening.

***Chuck Half***

City Innovation & Performance Manager - PittMAPS

Office of Mayor Luke Ravenstahl

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