



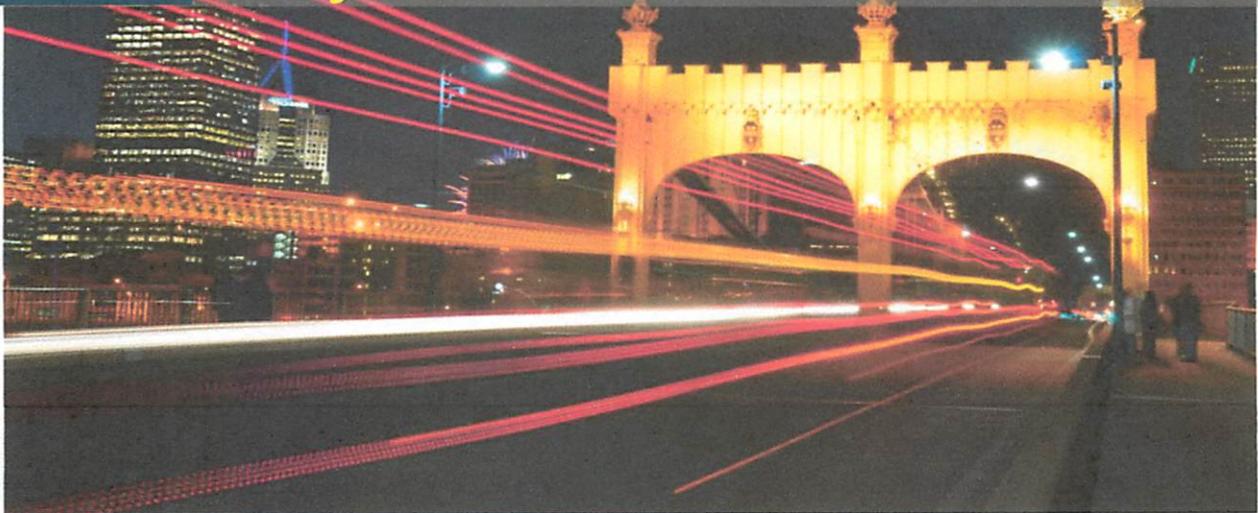
# PITTSBURGH

A MOST LIVABLE CITY

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CITY OF  
PITTSBURGH

## Workforce Management System Recommendations



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## Contents

1. Executive Summary .....	2
2. City of Pittsburgh’s Requirements for a Workforce Management System .....	4
3. Assessment of the Current Payroll Implementation Project .....	6
4. Recommendations .....	7
5. Next Steps .....	21
6. Appendix .....	25

## 1. Executive Summary

In an effort to adapt to new technology and utilize new functionality, the City began a Payroll Implementation Project, in 2011, to implement JD Edwards EnterpriseOne Human Capital Management software. The project was never completed and the City of Pittsburgh's need for a Workforce Management System is still present.

The City of Pittsburgh is currently using multiple versions of Ceridian HCM Software along with multiple time & attendance systems across its departments. Along with the costs for Ceridian, the City is also paying costs associated with JD Edwards...essentially paying for two payroll systems while only receiving the benefits of one.

In early 2014, The City of Pittsburgh (the "City") released a Request for Proposal (RFP) for professional services in support of the following: (1) development of the City's requirements for a Workforce Management System, (2) review of the City's existing JD Edwards EnterpriseOne 9.0 Payroll Implementation Project and (3) Recommendations for implementing a Workforce Management System.

Independent Catalyst responded to the RFP and was ultimately awarded the contract with the City to perform Phase 1 support. Independent Catalyst organized a project team consisting of experienced Human Capital Management Project Managers and Consultants to prepare the City's requirements, review the current Payroll Implementation Project and recommend a final solution in response to the City's need for a Workforce Management System.

(1) Development of the City's Requirements for a Workforce Management System: The Independent Catalyst Team reviewed current City documentation and processes and interviewed staff to develop a comprehensive list of the City of Pittsburgh's requirements and considerations.

(2) Review of the City's Existing JD Edwards EnterpriseOne 9.0 Payroll Implementation Project: Utilizing a staff member with significant experience with JD Edwards, IC assessed the existing JD Edwards EnterpriseOne 9.0 Payroll Implementation Project.

(3) Recommendations for Implementing a Workforce Management System: Placing great emphasis on the functional requirements defined by City personnel, the Independent Catalyst team concluded on four primary recommendations for the City of Pittsburgh:

- **Implement a SaaS Talent Management System**  
The City of Pittsburgh is currently under contract with Sigma Data Solutions and plan to update to NEOGOV in 2016 to accommodate Talent Management, Performance Management, Onboarding and Requisition needs.
- **Select and Implement a Time & Attendance System**  
Utilize Ceridian Time Pro as a short term solution. In the long-term, a software selection should be performed to select and implement a robust Time & Attendance system.
- **Select and Implement an HR/Payroll Management System**  
Independent Catalyst has summarized three options for a HR/Payroll Management System have been presented.
  1. Implement JD Edwards with Ceridian Time Pro
  2. Select and Implement a new Saas HRMS Solution
  3. Select a Payroll Outsourcer

Independent Catalyst recommends the City proceed with Option 1 as quickly as possible, due to the following facts:

- significant progress has been made on the JD Edwards HCM configuration & implementation,
  - the relatively low one-time costs that will be incurred to complete the JD Edwards HCM implementation,
  - the relatively low recurring costs to own and operate JD Edwards HCM for the foreseeable future, and
  - the viability of the JD Edwards HCM solution to meet the City's needs for the foreseeable future.
- **Hire Resources to Support Software**  
The City of Pittsburgh currently staffs four (4) full time resources that perform payroll processing and functions. With the added responsibilities of implementing new software, Independent Catalyst recommends that the City consider adding two (2) resources to ensure that the department can competently support the software and perform the added responsibilities.

## 2. City of Pittsburgh’s Requirements for a Workforce Management System

### 2.1 Method

The Independent Catalyst Team reviewed current City documentation and processes and interviewed more than 34 people in 22 different departments to develop the City’s requirements for a Workforce Management System

### 2.2 Findings

The below charts provides a high level description of all City of Pittsburgh requirements and considerations in relation to the major functions of a Workforce Management System.

**Requirements** have been identified as those items that must be handled in the new system and included in Phase 1. **Considerations** are items that provide value but may not need to be addressed until future phases.

<b>Human Resources &amp; Foundation</b>	<b>Requirement/Consideration</b>
Manage 3500 employees	Requirement
Part -time and seasonal	Requirement
Conversion of historical information	Requirement
Automate Personnel Transaction Forms	Consideration
Medical Testing	Consideration
<b>Payroll Processing</b>	<b>Requirement/Consideration</b>
Multiple FLSA Calculations	Requirement
Sick-day buy back	Requirement
Expense Reimbursement	Requirement
Longevity Payments	Requirement
Multiple & Complex OT Rules	Requirement
Multiple Accruals for Vacation, Comp, Sick, Deferred Holiday, Military Leave, Personal, Birthday	Requirement
Monday-Sunday and Sunday to Saturday work weeks.	Requirement
Labor Distribution	Requirement
Elimination of paper checks	Consideration
Use a Third-party to process tax payments	Consideration
Processing Pension Payments	Consideration
<b>Benefits Management</b>	<b>Requirement/Consideration</b>
Life Insurance	Requirement
Dental	Requirement
Vision	Requirement
Disability	Requirement

Wellness programs	Requirement
Retirement	Requirement
Domestic Partner Benefits (Imputed Income)	Requirement
<b>Benefits Management</b>	<b>Requirement/Consideration</b>
Medical Benefits	Requirement
Employee Self-Service Enrollment	Consideration
<b>Time &amp; Attendance</b>	<b>Requirement/Consideration</b>
Possible integrations with Court Time (Police), Fire House System, Cartegraph (Public Works), EMS Forms System (EMS), CYA	Requirement
Exception Codes: 84, HazMat, Call Backs, Driving, Line Change, Buddy Day (FIRE), Acting Pay, Shift Pay, 7 <sup>th</sup> Day, Birthday	Requirement
“Pass” Days	Requirement
Controls to prevent time entry greater than 24 hours in a day	Requirement
Time entry should not contain dollar figures.	Requirement
Workforce scheduling	Requirement
Default data to time cards from schedules to ease burden on time clerks.	Consideration
Spreadsheet-style time Entry with visibility to an entire timecard	Consideration
Visibility to accrual balances during time entry	Consideration
Ability to import time	Consideration
<b>Access to Information</b>	<b>Requirement/Consideration</b>
Federal, State and Local Tax Processing	Requirement
Credit Union Interface	Requirement
PA New Hire Interface	Requirement
Pension Interface	Requirement
457 Interface	Requirement
SCDU Interface	Requirement
Custom Reports (See detailed list)	Requirement
Self-Service Benefit Enrollment	Consideration
Self-Service Time Entry	Consideration
Self-Service Employee Info Changes	Consideration
Self-Service Accrual Balances	Consideration
Self-Service Employee Forms	Consideration
Ease of reporting for end users	Consideration
Aflac Interface	Consideration
Healthcare Provider Interface	Consideration
<b>Other</b>	<b>Requirement/Consideration</b>
Custom ACH Advices	Requirement
Custom Checks	Requirement

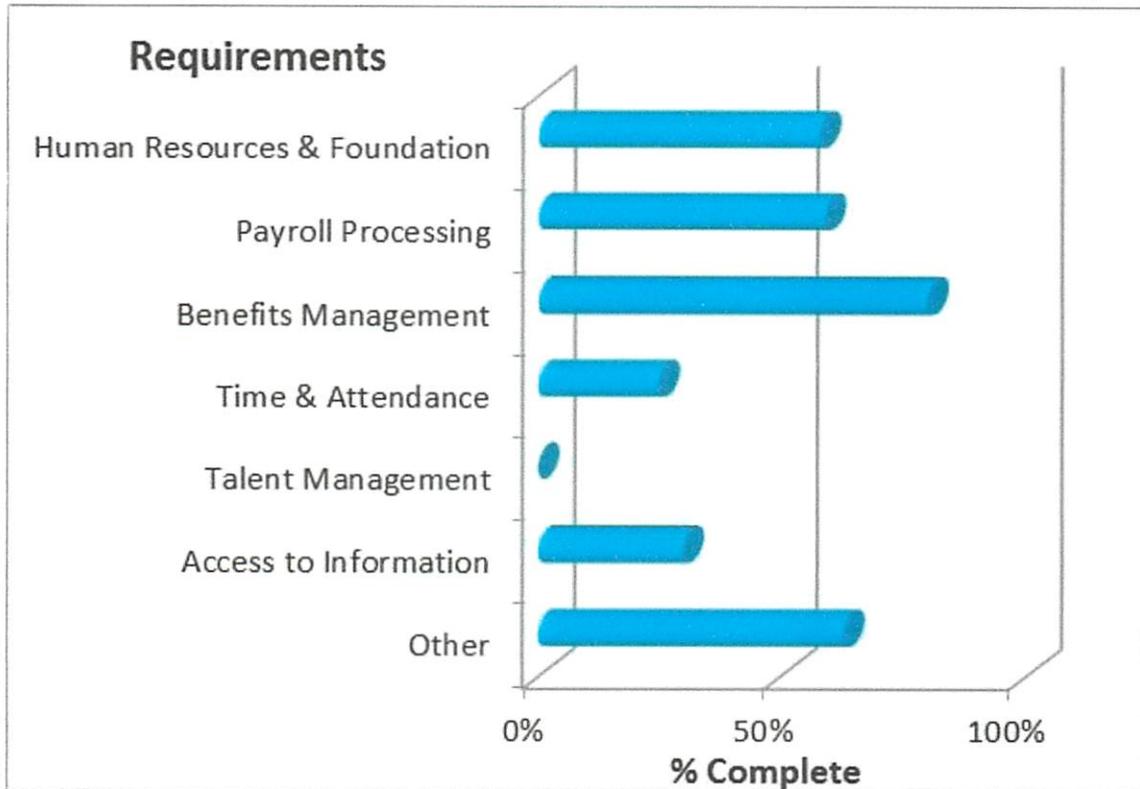
### 3. Assessment of the Current Payroll Implementation Project

#### 3.1 Method

The Independent Catalyst Team reviewed current JD Edwards EnterpriseOne system configuration and project documentation to assess the current status of the Payroll Implementation Project. The team was given access to the City of Pittsburgh’s JD Edwards Payroll Training environment and was provided project documents.

#### 3.2 Findings

The below graph provides a high level diagram of the current status of the Payroll Implementation Project as it relates to the City of Pittsburgh’s requirements.



**NOTES:**

- In most major functional areas: testing, data conversion and training have either been not started or no documentation was provided to support these activities.
- Most of the City of Pittsburgh’s considerations have not been addressed up to this point and are not included in the above chart.
- Please see appendix A for a full list of requirements and considerations along with their current status.

## 4. Recommendations

### 4.1 Implement a SaaS Talent Management System

#### 4.1.1 Options Summary

Based on discussions with the WMS Project Steering Committee, we understand that NeoGov is the solution of choice for Applicant Tracking, Onboarding, Learning Management and Performance Management.

#### 4.1.2 Financial Analysis

Type of Cost	Estimated
<b>Project Delivery Costs</b>	
Initial Software/Hardware Costs	\$0
Cost to Implement	\$200,000
<b>Total One-Time Costs</b>	<b>\$200,000</b>
<b>Ongoing Annual Costs</b>	
Ongoing Maintenance	\$100,000
Functional/Technical Support	\$50,000
<b>Total Recurring Costs</b>	<b>\$150,000</b>

#### 4.1.3 Implementation Timeline

Activity	Duration	Month #								
		1	2	3	4	5	6	7	8	9
Discover	1 Week									
Design	3 Weeks									
Build/Test	8 Weeks									
Train	1 Week									
Go-Live & Support	4 Weeks									

#### 4.1.4 Conclusions

- The WMS Project Steering Committee has deemed the Talent Management System Implementation to be considered a future activity of the Workforce Management Implementation.
- The City of Pittsburgh is currently owns the Sigma solution and plans to upgrade to NEOGOV in 2016.

## 4.2 Select and Implement Time & Attendance System(s)

### 4.2.1 Options Summary

It is possible to continue the use of some of the existing Time & Attendance Systems already in place at the City of Pittsburgh. For all other Time & Attendance needs, there are numerous acceptable options for Time & Attendance Systems that should be explored through an RFP process.

### 4.2.2 Financial Analysis

Type of Cost	Estimated
<b>Project Delivery Costs</b>	
Initial Software/Hardware Costs	\$500,000
Cost to Implement	\$1,000,000
<b>Total One-Time Costs</b>	<b>\$1,500,000</b>
<b>Ongoing Annual Costs</b>	
Ongoing Maintenance	\$100,000
Functional/Technical Support	\$50,000
<b>Total Recurring Costs</b>	<b>\$150,000</b>

### 4.2.3 Implementation Timeline

Activity	Duration	Month #								
		1	2	3	4	5	6	7	8	9
Discover	4 Weeks	█								
Design	8 Weeks		█	█						
Build/Test	16 Weeks				█	█	█	█		
Phased Rollout	20 Weeks					█	█	█	█	█
Support	4 weeks						█	█	█	█

## 4.3 Select and Implement an HR/Payroll Management System

### 4.3.1 Criteria, Assumptions and Constraints

#### 4.3.1.1 *Criteria*

Using the City of Pittsburgh's requirements as its basis, Independent Catalyst has completed this analysis to help determine the best software solution to accommodate the City of Pittsburgh's needs.

The following criterion were used when determining which software to recommend.

- The ability of the product to meet the functional requirements
- The current status of the Payroll Implementation Project – JD Edwards EnterpriseOne 9.0
- Existing vendor contracts
- Cost
- Usability
- Ongoing Support

#### 4.3.1.2 *Assumptions and Constraints*

Below is a list of assumptions that are taken into consideration when providing recommendations.

- City will implement NeoGov to accommodate Talent Management, Performance Management, Requisition/Onboarding and Learning Management.
- Desired Workforce Management System Go-Live date is no later than January 1, 2016.
- City of Pittsburgh has approximately 3,100 employees, 100 of which are part-time/seasonal.
- There are 10 unique groups that make up the employee population.
- City of Pittsburgh currently remits taxes for 1 state – Pennsylvania.
- The Allegheny County JDE Service Center will continue to support and maintain the City of Pittsburgh's financial software.
- The City of Pittsburgh will be taking on additional responsibilities, such as, cutting checks/payroll advises and filing taxes.

### 4.3.2 Options Summary

While many options and variations of options are available, 3 have been analyzed in detail for this project.

- Implement JD Edwards with Ceridian Time Pro
- Select and Implement a new SaaS HRMS Solution
- Select a Payroll Outsourcer

#### 4.3.2.1 Option 1: Implement JD Edwards with Ceridian Time Pro

##### 4.3.2.1.1 Description

Option 1 utilizes JD Edwards as the source system for Core Human Resources and Payroll while integrating with Ceridian's Time Pro Time and Attendance Software in the short-term. This allows the City to reduce its payroll processing costs quickly, and allows the City more time to review evaluate long-term options.

Phase 1A: This phase includes the core functionality of a Workforce management System and should be started immediately.

- Implement as much of JD Edwards as quickly as possible, eliminating the costs associated with a second payroll system. This could include HR, Benefits, Payroll and a limited subset of Employee Self-Service functions.
- Integrate Ceridian 'Time Pro' Time & Attendance software along with the department specific time capturing systems into JD Edwards Payroll. Possibly use JD Edwards Time Entry for administrative departments.
- Convert History for current year into JD Edwards.

Phase 1B: Each of the items in the phase are optional and can be started at the City's discretion any time after Phase 1A is complete.

- Implement Remaining JD Edwards Functionality
- Interface JD Edwards to Talent Management Solutions
- Interface JD Edwards to a new Time & Attendance solution

4.3.2.1.2 Financial Analysis

Type of Cost	Phase 1A	Phase 1B
<b>Estimated Project Delivery Costs</b>		
Initial Software/Hardware Costs	\$0	\$0
Cost to Implement <sup>1</sup>	\$300,000	\$350,000
Ceridian Payroll Carrying Costs <sup>2</sup>	\$200,000	\$0
<b>Total One-Time Costs</b>	<b>\$500,000</b>	<b>\$350,000</b>
<b>Estimated Ongoing Annual Costs</b>		
Software Maintenance <sup>3</sup>	\$300,000	
Functional Support <sup>4</sup>	\$150,000	
Hosting & Technical Support <sup>5</sup>	\$40,000	
<b>Total Recurring Costs</b>	<b>\$490,000</b>	

4.3.2.1.3 Implementation Timeline

Activity	Duration	Month #								
		1	2	3	4	5	6	7	8	9
<b>Phase 1A</b>										
Discover	3 Weeks	■								
Design	3 Weeks	■	■							
Build	7 Weeks		■	■	■					
Test - Unit Testing	4 Weeks			■	■	■	■			
Train	4 Weeks			■	■	■	■			
Test - iCRP	3 Weeks				■	■	■			
Test - Parallel	6 Weeks				■	■	■	■	■	
Go-Live	1 Week						■			
Post Go-Live	4 Weeks						■	■	■	■
<b>Phase 1B</b>										
Discover	2 Weeks						■	■		
Design	3 Weeks						■	■	■	
Build	7 Weeks						■	■	■	■
Test - Unit Testing	4 Weeks							■	■	■
Train	4 Weeks								■	■
Test - iCRP	3 Weeks								■	■
GoLive & Support	4 Weeks									■

<sup>1</sup> Estimated Implementation Costs, on a time & materials basis, for Phases 1A & 1B

<sup>2</sup> Estimated Ceridian Costs based on current annual rate of \$700,000 and duration of project, represents approximately 2/3 of costs.

<sup>3</sup> Estimated \$150,000 for JD Edwards and \$150,000 for time & attendance software maintenance

<sup>4</sup> Estimated salary (\$55,000) and benefits for 2 full-time City resources - Cost would increase if using contracted resources

<sup>5</sup> Estimated Velocity costs (1/3 of current \$5,600/month) for hosting and estimated technical support costs

4.3.2.1.4 Responsibility Matrix

	<i>City Personnel</i>	<i>City Time Clerk</i>	<i>City Controller</i>	<i>JDE Service Center</i>	<i>Vendor</i>
HR & Foundations	✓				
Payroll Processing	✓				
Payroll Checks/Advices			✓ Δ		
Payroll Regulatory Filings	✓ Δ				
Benefits Administration	✓				
Time & Attendance		✓			
Talent Management	✓				
Employee Self Service	✓				
Technical Support				✓	
Functional Support				✓* Δ	

\*It is assumed the JDE Service Center will be staffed with City of Pittsburgh employee(s) focused on supporting the City of Pittsburgh’s HCM software.

Δ denotes that this responsibility is an added responsibility to The City of Pittsburgh, as Ceridian is currently providing services in these areas.

- Based on feedback from the City Controller’s Office, the department is fully prepared to take on this added responsibility and is currently printing Pension checks and advices, which are processed within JD Edwards.
- The added responsibilities to the City Personnel & Civil Service department will likely require additional full-time resources.

4.3.2.1.5 Other Considerations

- In 3-10 years, re-evaluate SaaS HRMS Solutions to replace JD Edwards.
- JD Edwards Payroll technical infrastructure will continue to be hosted by the Allegheny County JDE Service Center
- Payroll will be configured in the same environment as the financials system.

#### 4.3.2.2 Option 2: Select and Implement a new SaaS HRMS Solution

##### 4.3.2.2.1 Description

Option 2 assumes an RFP will be issued by the City of Pittsburgh to select a new SaaS HRMS solution and an ensuing implementation of the selected solution. For a summary of the leading SaaS HRMS solutions, see Appendix B.

A separate Time & Attendance System will be integrated with the HRMS solution.

A separate Talent Management systems will be integrated with the HRMS solution.

##### 4.3.2.2.2 Financial Analysis

Type of Cost	SaaS Low-End	SaaS High-End
<b>Estimated Project Delivery Costs</b>		
Initial Software/Hardware Costs	\$0	\$0
Cost to Implement	\$150,000	\$1,150,000
Ceridian Payroll Carrying Costs	\$400,000	\$400,000
<b>Total One-Time Costs</b>	<b>\$550,000</b>	<b>\$1,550,000</b>
<b>Estimated Ongoing Annual Costs</b>		
Ongoing Maintenance	\$350,000	\$900,000
Functional Support	\$150,000	\$150,000
Hosting & Technical Support	\$0	\$0
<b>Total Recurring Costs</b>	<b>\$500,000</b>	<b>\$1,050,000</b>

All pricing contained herein is for comparison purposes and must be validated with a full RFP and current pricing from software vendors and service providers.

##### 4.3.2.2.3 Implementation Timeline

Activity	Duration	Month #								
		1	2	3	4	5	6	7	8	9
Discover	3 Weeks	█								
Design	3 Weeks		█	█						
Build	7 Weeks			█	█	█				
Test - Unit Testing	4 Weeks				█	█	█			
Train	4 Weeks					█	█	█		
Test - iCRP	3 Weeks						█	█	█	
Test - Parallel	6 Weeks							█	█	█
Go-Live/Support	5 Weeks									█

4.3.2.2.4 Responsibility Matrix

	<i>City Personnel</i>	<i>City Time Clerk</i>	<i>City Controller</i>	<i>JDE Service Center</i>	<i>Vendor</i>
<b>HR &amp; Foundations</b>	✓				
<b>Payroll Processing</b>	✓				
<b>Payroll Checks/Advices</b>			✓ Δ		
<b>Payroll Regulatory Filings</b>	✓ Δ				
<b>Benefits Administration</b>	✓				
<b>Time &amp; Attendance</b>		✓			
<b>Talent Management</b>	✓				
<b>Employee Self -Service</b>	✓				
<b>Technical Support</b>					✓
<b>Functional Support</b>	✓ Δ				

Δ denotes that this responsibility is an added responsibility to The City of Pittsburgh, as Ceridian is currently providing services in these areas.

- Based on feedback from the City Controller’s Office, the department is fully prepared to take on this added responsibility and is currently printing Pension checks and advices, which are processed within JD Edwards.
- The added responsibilities to the City Personnel & Civil Service department will likely require a full time resource.

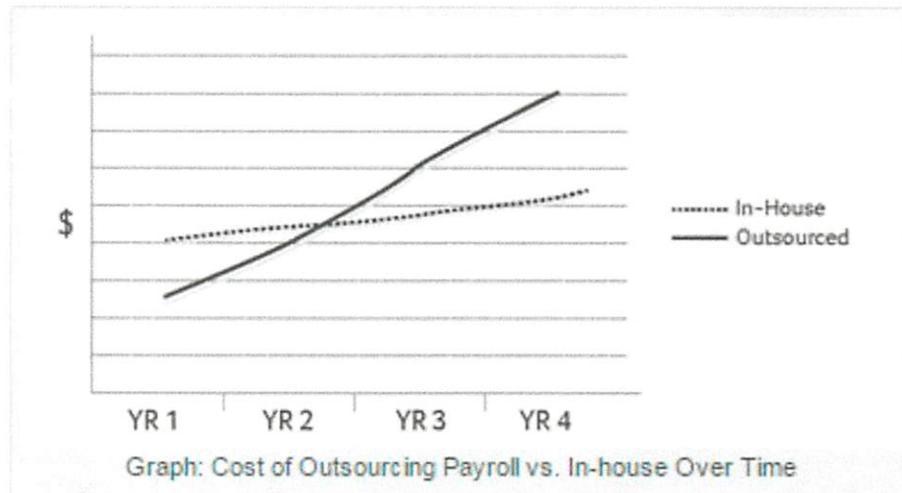
### 4.3.2.3 Option 3: Select a Payroll Outsourcer

#### 4.3.2.3.1 Description

Option 3 assumes an RFP will be issued from The City of Pittsburgh to select a Payroll Outsourcer. This option is similar to the current City of Pittsburgh payroll agreement with Ceridian.

#### 4.3.2.3.2 Financial Analysis

Outsourcing payroll includes numerous costs such as base account fees, tax filing and direct deposit fees along with W-2/year end processing fees all in addition to a pay period basic service fee per paycheck. While outsourcing payroll costs can vary due to the number of employees and payroll vendor, studies have shown that overtime the cost to outsource payroll is much higher than processing payroll in-house.



Source: Acente Solutions LLC

4.3.2.3.3 Implementation Timeline

Activity	Duration	Month #								
		1	2	3	4	5	6	7	8	9
Discover	3 Weeks									
Design	3 Weeks									
Build	7 Weeks									
Test - Unit Testing	4 Weeks									
Train	4 Weeks									
Test - iCRP	3 Weeks									
Test - Parallel	6 Weeks									
Go-Live	1 Week									
Post Go-Live	4 Weeks									

4.3.2.3.4 Responsibility Matrix

	City Personnel	City Time Clerk	City Controller	JDE Service Center	Vendor
HR & Foundations	✓				
Payroll Processing	✓				
Payroll Checks/Advices					✓
Payroll Regulatory Filings					✓
Benefits Administration	✓				
Time & Attendance		✓			
Talent Management	✓				
Employee Self -Service	✓				
Technical Support					✓
Functional Support	✓				

### 4.3.3 Recommendations

#### 4.3.3.1 Summary of Options

	Functions	Life Expectancy	One Time Costs	Recurring Costs	Months to Realization	Ability to Customize
JD Edwards	Acceptable	3-10 Years	\$850k	\$490k	5	Yes
SaaS HRMS	Acceptable	20+ Years	\$550k - \$1,550k	\$500k - \$1,050k	9	No
Outsource Payroll	Acceptable	20+ Years	TBD	Most	9	Limited

Removed from Consideration

#### 4.3.3.2 Conclusion

Independent Catalyst recommends the City proceed with Option 1 as quickly as possible, due to the following facts:

- significant progress has been made on the JD Edwards HCM configuration & implementation,
- the relatively low one-time costs that will be incurred to complete the JD Edwards HCM implementation,
- the relatively low recurring costs to own and operate JD Edwards HCM for the foreseeable future, and
- the viability of the JD Edwards HCM solution to meet the City's needs for the foreseeable future.

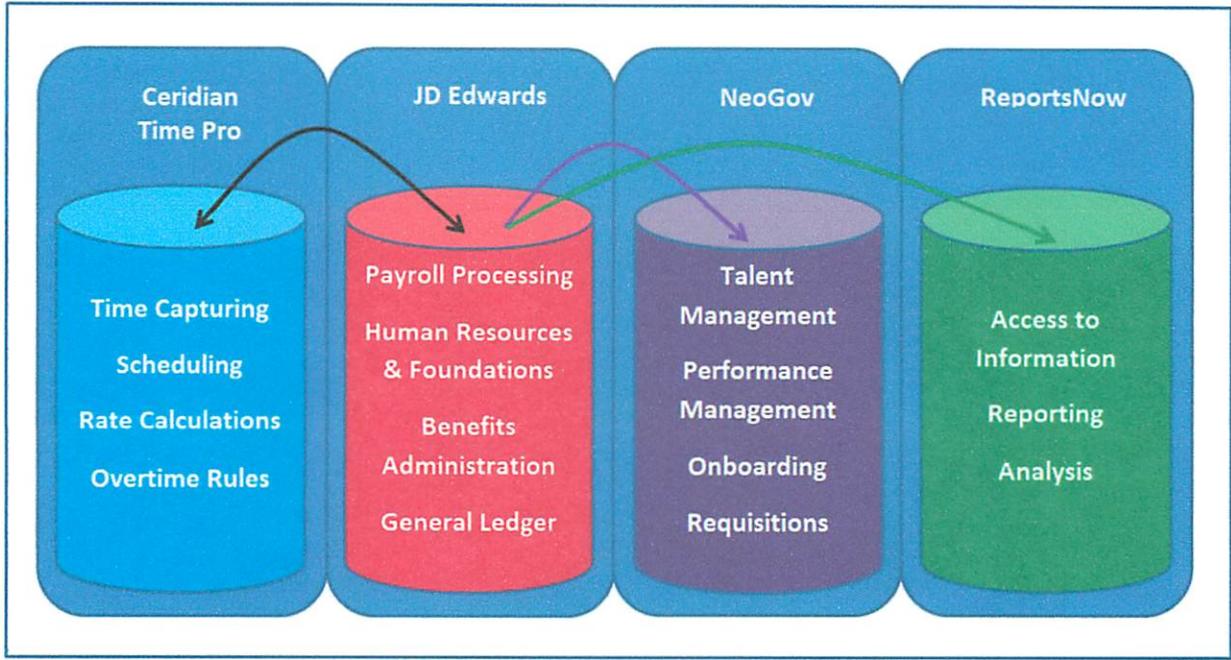
##### 4.3.3.2.1 Recommendation Overview

JD Edwards will be the source system for all Human Resource, Benefits and Payroll data. The payroll will be configured within the same environment as the City of Pittsburgh financials allowing a full integration between the HCM modules and the General Ledger.

JD Edwards will have a feed to and from Ceridian Time Pro, allowing employee information to be passed to Ceridian Time Pro and time records back to JD Edwards.

ReportsNow is a 3<sup>RD</sup> party software that integrates with JD Edwards. This integration is currently in place and available for use.

The diagram below depicts a high level overview of how Independent Catalyst envisions JD Edwards integrated with the sub-systems.



**4.3.3.3 Information to Support JD Edwards EnterpriseOne 9.0 Viability**

Independent Catalyst believes that it is in the City of Pittsburgh’s best interest to continue implementing JD Edwards EnterpriseOne 9.0 using sub-systems for time & attendance and Talent Management. Implementing JD Edwards as quickly as possible will reduce any costs associated with a second payroll system. While this on-premises HRMS solution would not be considered a leading solution, JD Edwards does prove to be a viable solution in the vast majority of the City’s requirements. Taking into consideration the current project status, Independent Catalyst feels that Option 1 is the best solution and least risky solution.

**4.3.3.3.1.1 Functional Analysis**

An assessment of whether JD Edwards EnterpriseOne is a viable solution for the City’s Workforce Management needs has been performed. Below is a summary of our findings as they relate to each major function.

Major Functions	JDE Capability vs. City's Need	Customization Required?
Human Resources & Foundation	✓	✗
Payroll Processing	✓	✓
Benefits Management	✓	✗
Time & Attendance	✗	✓
Talent Management	✗	✗
Access to Information	✓	✓
Other (Custom Stubs/Advices)	✓	✓

While JD Edwards proves to be a viable solution for the vast majority of the required functions, Time & Attendance and Talent Management has been identified as areas where JD Edwards does not outperform.

The City of Pittsburgh has unique requirements when it comes to Time & Attendance, specifically within their public safety and public works departments.

## 4.4 Hire Resources to Support Software

### 4.4.1 Summary

Currently The City of Pittsburgh staffs four (4) full time resources that perform payroll processing and functions for over three-thousand employees. Ceridian is currently performing a number of payroll processing functions that will now be added responsibilities to the City of Pittsburgh Personnel staff.

### 4.4.2 Analysis

While there is no exact science behind the number of payroll staff-to-employees that is needed to effectively process payroll, many factors are taken into consideration. Below we explore 3 factors, technology, organization complexity and geography along with some benchmark entities with similar factors.

#### **Technology**

Moving from Ceridian to JD Edwards means that various tasks that were previously supported by Ceridian will now need to be supported by City of Pittsburg personnel.

Added responsibilities include:

- Printing payroll checks and direct deposit advices
- Preparing and remitting regulatory payroll filings
- Functional support

#### **Organizational Complexity**

The City of Pittsburgh's employee population includes a wide range of employee groups, from salary exempt employees to union employees whom require specific treatment. Such a diverse population oftentimes requires more manual input that is needed to process payroll.

- 22 Departments
- Emergency Personnel
- 10 Different Unions

## Geography

The City of Pittsburgh has multiple locations across its departments which require additional personnel to handle various tasks at those sites. Information is then fed and processed at one main payroll department location. Time cards are received from various departments and are one of the core components when processing an employee's pay check.

## Benchmark Entities

### Allegheny County

While Allegheny County's employee population is nearly double in size, the diversity is similar to The City of Pittsburgh's. Allegheny County has 7 full time employees within the Payroll department. Along with 2 full time employees within the Human Resources department focused on time & attendance. The payroll manager is considered a 'super user' and oftentimes troubleshoots day-to-day, first level issues and beyond. The JD Edwards Service Center is also being utilized for functional support.

### Central Pennsylvania Construction Company

This company is similar in employee size, averaging around 3,100 employees, and also has similar requirements surrounding union contracts and agreements. Similar to the City, this company has various departments of which many are off-site. Time is captured at the departments and core information is fed to one central location where payroll is processed. This company utilizes 7 full time resources at the central location to process payroll. Additionally, full-time and part-time contracted resources are being used for JD Edwards functional support.

#### 4.4.3 Conclusion

Based on the factors above and previous experience, it is recommended that the City of Pittsburgh consider adding two (2) full-time resources to assist with daily operations and software support. The vision includes one full time resource to provide JD Edwards HCM support and another to assist in day-to-day operations across the departments. These positions can be internal or provided by a vendor if there are significant concerns of employee turnover.

Below is a high level overview of the job responsibilities for each role.

##### JD Edwards HCM Analyst Responsibilities:

- Bi-weekly, monthly, quarterly and annual government regulatory filings
- Year-end system processing
- Assist in Monthly Tax Rate Updates
- Manage projects
- Create test scripts
- Coordinate testing with end-users
- Functional Support of day-to-day operations
- Troubleshoot system errors
- Coordinate system training on new functionality
- Assist in software and tools updates
- Resolve data integrity issues
- Create reports and data extracts

##### Payroll Analyst Responsibilities:

- Liaison between Payroll and City Departments
- Explains and provides guidance regarding policies and procedures related to Time & Attendance
- Responsible for performing Time Transfer processes, evaluates errors and ensures appropriate corrections take place
- Evaluates and ensures departmental correction of time and attendance related errors in Time Management or Master Data.
- Standardize and customize department training needs.
- Manage Talent Management data
- Assist in the review of 'pre-payroll' reports
- Work with Ceridian to troubleshoot Time Pro issues
- Assist in selecting and implementing a new Time & Attendance System
- Streamline business processes within the Personnel Department

## 5. Next Steps

### 5.1 Restart JD Edwards HCM Implementation ASAP

Identify and engage resources as quickly as possible to begin the first step of the implementation – an “As-Is” analysis.

### 5.2 Implement a Workforce Management Systems “Program”

The workforce Management Systems Program would provide a single governance structure overseeing the entire collection of Workforce Management System improvement projects for the City of Pittsburgh, including:

- HR/Payroll Management System
- Time and Attendance System
- Talent Management System

Utilize the current WMS project Steering Committee to provide continued oversight and guidance.

Assign a Program Manager whom reports to the Steering Committee until all WMS projects are completed. The Program Manager will have overall responsibility to insure all projects are progressing toward a common goal in the most efficient manner.

The Program Manager will develop and maintain an overall Selection and Implementation plan. The Program Manager will also manage the entire process.

### 5.3 Assemble the Team

City of Pittsburgh JD Edwards HCM Analyst: To successfully complete this project, a full-time City of Pittsburgh resource will be needed to assist in various project tasks. This resource will inherit training that will allow the City of Pittsburgh to utilize this person to support the City of Pittsburgh’s Workforce Management System after implementations are complete. This resource should have relationships and access to key WMS Project Steering Committee members and various staff throughout the City’s departments.

City of Pittsburgh Payroll Analyst: To successfully complete this project, a full-time City of Pittsburgh resource will be needed to assist in various payroll, time & attendance and talent management tasks. This resource will take over many of the responsibilities that Ceridian is performing today. In addition, this resource should be heavily involved in time & attendance processes and procedures; ultimately, assisting in the selection and implementation of a new time & attendance system.

## 6. Appendix

### 6.1 Appendix A

Requirements	Design	Configuration	Interfaces	Customizations
<b>Human Resources &amp; Foundation</b>				
Manage 3500 employees				
Part-time and seasonal conversion of historical information				
<b>Payroll Processing</b>				
Multiple FLSA Calculations				
Sick-day buy back				
Expense Reimbursement				
Longevity Payments				
Multiple & Complex OT Rules				
Multiple Accruals for Vacation, Comp, Sick, Deferred Holiday, Military Leave, Personal, Birthday				
Monday-Sunday and Sunday to Saturday work weeks.				
Labor Distribution				
<b>Benefits Management</b>				
Life Insurance				
Dental				
Vision				
Disability				
Wellness programs				
Retirement				
Domestic Partner Benefits (Imputed Income)				
Medical Benefits				
<b>Time &amp; Attendance</b>				
Possible integrations with Court Time (Police), Fire House System, Cartograph (Public Works), EMS Forms System (EMS), CYA				
Exception Codes: 84, HazMat, Call Backs, Driving, Line Change, Buddy Day (FIRE), Acting Pay, Shift Pay, 7 <sup>th</sup> Day, Birthday				
"Pass" Days				
Controls to prevent time entry greater than 24 hours in a day				
Time entry should not contain dollar figures.				
<b>Workforce scheduling</b>				
<b>Talent Management</b>				
Tracking of CityU (Training for City Employees)				
Evaluations				
Performance Reviews				
Conversion of MS Access Training DB				
<b>Access to Information</b>				
Federal, State and Local Tax Processing				
Credit Union Interface				
PA New Hire Interface				
Pension Interface				
457 Interface				
SCDU Interface				
Custom Reports (See detailed list)				
<b>Other</b>				
Custom ACH Advices				
Custom Checks				

## 6.2 Appendix A Continued

### Considerations Analysis

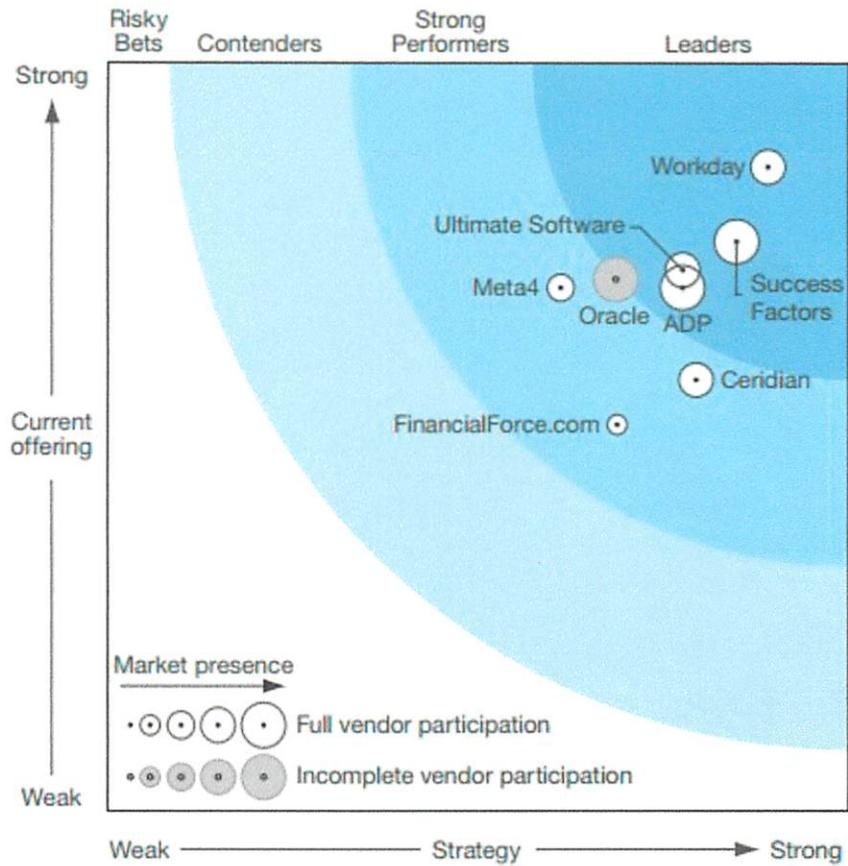
Considerations	Design	Configuration	Interfaces	Customizations
<b>Human Resources &amp; Foundation</b>				
Automate Personnel Transaction Forms				
Medical Testing				
<b>Payroll Processing</b>				
Elimination of paper checks				
Use a Third-party to process tax payments				
Processing Pension Payments				
<b>Benefits Management</b>				
Employee Self-Service Enrollment				
<b>Time &amp; Attendance</b>				
Default data to time cards from schedules to ease burden on time clerks.				
Spreadsheet-style time Entry with visibility to an entire timecard				
Visibility to accrual balances during time entry				
Ability to import time				
<b>Talent Management</b>				
<b>Workflow Mechanism</b>				
Employee Self-Service – Self Evaluations				
<b>Access to Information</b>				
Self-Service Benefit Enrollment				
Self-Service Time Entry				
Self-Service Employee Info Changes				
Self-Service Accrual Balances				
Self-Service Employee Forms				
Ease of reporting for end users				
Aflac Interface				
Healthcare Provider Interface				

**Legend**

	Not started/documentation not provided
	Started but not complete
	Significant work complete
	Items to be configured outside of JDE

### 6.3 Appendix B

Figure 3 Forrester Wave™: SaaS HR Management Systems Q4 '14



\* Oracle within this chart is representative of the Oracle HCM Cloud offering, not on-premises HRMS.