

**ADMINISTRATION AND HUMAN SERVICES
STANDING COMMITTEE MINUTES
Monday, June 26, 2023**

The meeting of the Administration and Human Services Standing Committee was held on Monday, June 26, 2023, at 5:42 p.m. The following members were present: Commissioner Markley, Chairman; Commissioners Bynum, Ramirez, Johnson, Kane. The following officials were also in attendance: Zee Bishop, Senior Attorney; Shakeva Christian, Human Resources Manager; Meaghan Schultz, Municipal Court Administrative Judge; Stephanie Stauffer, Program Coordinator, Department of Community Development; Crystal Sprague, Director in County Administrator's Office; and Monica L. Sparks, Deputy UG Clerk.

Chairman Markley said before I call this meeting to order, I want to announce that some committee members, staff, and the public are attending remotely via Zoom as well as on site. All participants joining by phone should mute their phones when not speaking to avoid background noise. During the meeting please make sure you announce yourself by name and title every time you speak so the public that is observing knows who is speaking. When speaking, be sure and speak directly into the microphone so that all comments are heard and the record of the meeting is accurate. This is critical given the number of remote participants and is current guidance from the Kansas Attorney General.

The public is allowed to participate by Zoom or submit comments by email prior to the meeting, and those comments will be included in the record of the meeting. The public may also indicate their intent to provide remote public comment by contacting the Clerk's Office by 5:00 pm the Thursday before the meeting. The public also will have an opportunity to provide brief public comments either by telephone or via Zoom or from the 5th Floor Conference Room of the Municipal Office Building.

Chairman Markley called the meeting to order. Roll call was taken and all members were present as shown above.

Chairman Markley said we do have two revisions to tonight's agenda. Item 1 is just adding the proposed resolution to the existing item. We'll be removing Item 3, the ordinance/resolution related to the primary election. So, if anybody's waiting online for the primary election item, no change is going to be made and that has been removed.

Approval of standing committee minutes from September 26, 2022. **On motion of Commissioner Kane, seconded by Commissioner Bynum, the minutes were approved.** Roll call was taken and there were five "Ayes," Kane, Johnson, Ramirez, Bynum, Markley.

COMMITTEE AGENDA

Item No. 1 – 212529...POLICY UPDATE: HUMAN RESOURCES GUIDE (UPDATED TO ADD PROPOSED RESOLUTION)

Synopsis: Update the existing Human Resources Guide, Section 2.19, "Break Time for Nursing Mothers" policy and add new HR Guide Policy, Section 2.17A, "Pregnant Worker Fairness Act" policy due to recent new federal regulations by the Department of Labor, submitted by Renee Ramirez, Director of Human Resources.

Zee Bishop, Senior Attorney, said Commissioner, before we get started, the Standing Committee should have the policies themselves in front of you and I do not believe that those made it into the agenda packet, but perhaps I am incorrect. Do you all have the policies? You do have the policies? Okay. Unfortunately, it appears that the public may not have the policies. **Commissioner Bynum** said question, if it's being fast-tracked, it would be in the packet for the Thursday agenda, so it will be available to the public, correct? **Ms. Bishop** said yes, thank you.

Shakeva Christian, Human Resources Manager, said as mentioned, we have two policies that are coming forth. One is a brand-new policy regarding the Pregnant Worker Fairness Act and then a revision to our current policy which is the Break Time for Nursing Mothers Policy, which the government has now provided regulations under what's called Providing Urgent Maternal Protections, or the PUMP Act.

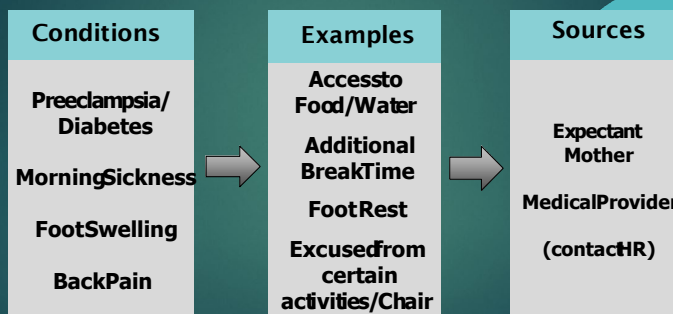
I'll start with the Pregnant Worker Fairness Act. This one is actually effective June 27th, which is tomorrow.

Overview of Pregnant Worker Fairness Act (PWFA)

- Effective June 27, 2023
- Goal: Prevent women from being forced out on unpaid leave or out of their jobs due to pregnancy related reasons.
- As an employer, the UG must engage qualified employees and applicants to assess appropriate reasonable accommodations effected by pregnancy, childbirth or related medical conditions.

The goal of this particular act is to prevent women from being forced out of the workforce or taking unpaid leave due to pregnancy related issues or childbirth related reasons. As an employer, we must engage the pregnant worker in identifying any accommodations that need to be made to continue their employment and the same would also be true for applicants as well.

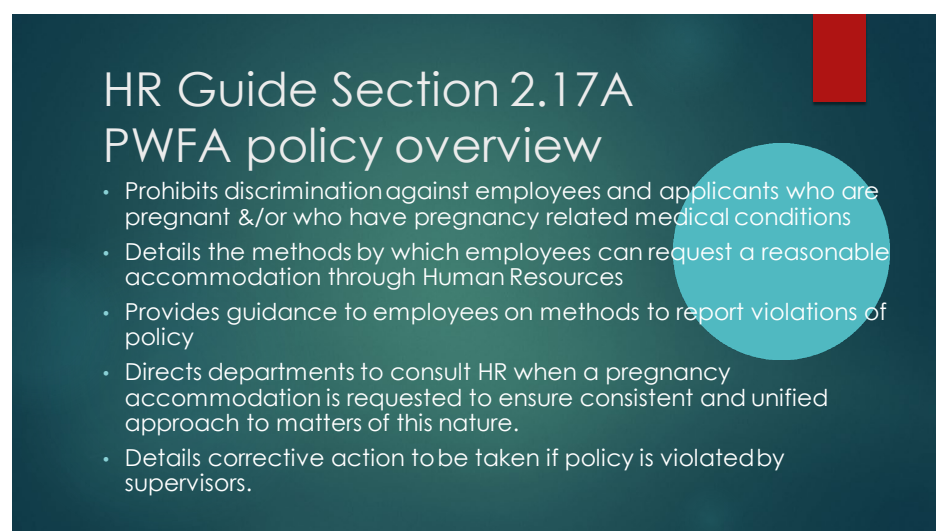
Pregnancy Accommodations



Some examples of pregnancy accommodations that we as an employer could provide. Well, some of the conditions, I guess to start would be preeclampsia, diabetes, morning sickness, foot swelling, back pain. As an employer, if an employee is experiencing those types of things, we can do some things such as providing access to food or water. There may be some departments that have like a no food or water policy at their workstation, so we may have to amend something like that to

accommodate a pregnant worker, maybe provide additional break time. Our policies right now are 15 minutes in the morning, 15 minutes in the afternoon for an eight-hour employee. If an employee needs additional time, of course, we would have to consider that under this new law and new policy. We could also have things such as foot rests to accommodate an employee that has foot pain or swelling. Then, they can be excused from certain activities.

The Pregnant Worker Fairness Act is very similar to the Americans with Disabilities Act, but it goes a little bit further, and that's where the excuse from certain activities come into play. Under the Americans with Disabilities Act, the employee has to perform the essential functions of the job, but due to the temporary nature of pregnancy, we now have to consider eliminating even those essential functions in order for pregnant employees to maintain employment. Certain sources that we use to help determine those accommodations, of course, would be the expectant mother. We try to work with that expectant mother and not necessarily with the doctor, but if there's maybe some extreme circumstances or some things that aren't readily apparent, we could contact the medical provider in verifying the need for accommodation.

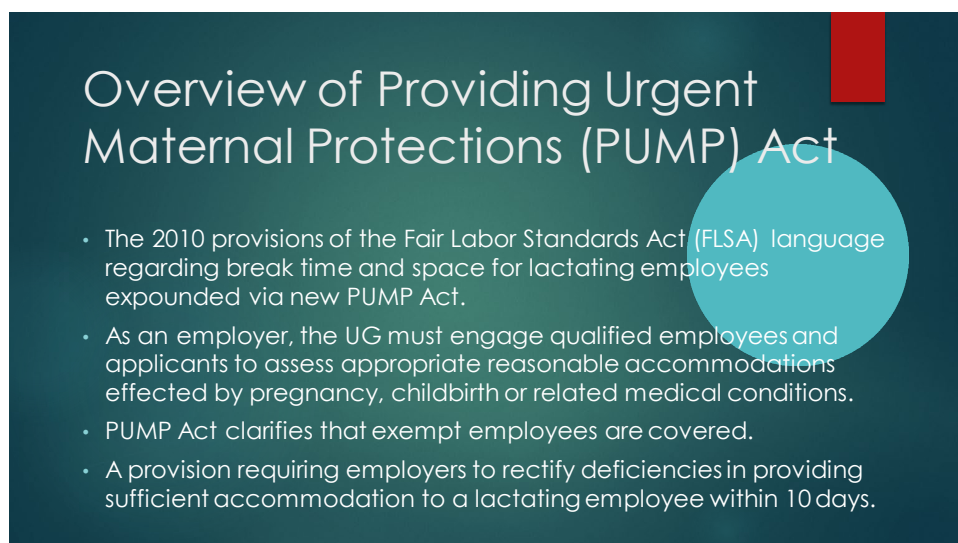


HR Guide Section 2.17A
PWFA policy overview

- Prohibits discrimination against employees and applicants who are pregnant &/or who have pregnancy related medical conditions
- Details the methods by which employees can request a reasonable accommodation through Human Resources
- Provides guidance to employees on methods to report violations of policy
- Directs departments to consult HR when a pregnancy accommodation is requested to ensure consistent and unified approach to matters of this nature.
- Details corrective action to be taken if policy is violated by supervisors.

As I mentioned, the PWFA is very similar to ADA. ADA is 2.17. We've added 2.17A for the Pregnant Worker Fairness Act policy. Again, it prohibits discrimination of employees and applicants who are pregnant, who have medical related conditions. Our policy does detail the methods in which we try to find those reasonable accommodations for the employee and how to get those going. It does provide guidance to employees on the methods to report any violations of that policy in our new policy and then it directs departments to consult Human Resources if they

have an employee that needs an accommodation. The reason we do that is we want a unified approach to all of these situations and make sure we're acting consistently and fairly throughout the organization, although they are case-by-case, but we do want to make sure we have a unified approach as best we can, and we also detail corrective actions that should take place if there are any violations of this policy.



The next policy that we have is based on the PUMP act, Providing Urgent Maternal Protections Act. Like I mentioned, this policy is a revision. In 2010 the Fair Labor Standards Act added provisions regarding break time for nursing mothers and lactation space for mothers. We have had a policy in place since 2010 when those provisions came about, but now since the new act has come into play, it kind of expounds upon it a little bit. So we've expounded our policy and clarified a few things with respect to that policy.

The employer—actually, I mentioned to Monica earlier that this one is specific for the employee and not applicants. So your slide does say applicants, but it is specific for the employee. We do have to provide a break, break time and a space for employees to express milk. This policy—or the act now clarified that exempt employees from the Fair Labor Standards Act are part of this or are covered under the policy. Our current policy already does that, so we were already in compliance with that. Then, there are provisions now regarding any deficiencies in the policy. We have 10 days to rectify. So we now have more clear guidelines on what to do and how to report that to make sure that we are in compliance with that law and these new policies.

Requirement for Space

- **Function private space**
- **Can be temporary**
- **Shielded from view and free from intrusion by the public and colleagues**
- **A “room” is not always required**
 - **privacy partitions, converting storage closet etc**
- **HR will be working with different locations to convert some designated spaces for lactation**

CAN NOT BE A BATHROOM



As far as requirements for space, it doesn't have to be a room. It's just a functional space. It can be temporary. It's just as long as it's shielded from view and free from intrusion from the public or from coworkers. HR will work with different locations to determine proper lactation spaces. We've also developed forms now whereby an employee can complete those forms and do a more formalized process to identify lactation spaces. One thing that we must be sure is that it cannot be a bathroom. We will be training supervisors and making sure that they are aware that a bathroom is not sufficient for those lactation spaces.

HR Guide Section 2.19 – Break Time for Nursing Mothers Policy revisions

- Current HRG Policy in compliance with break time and space language.
- Current HRG Policy also indicates exempt employee are eligible for break time.
- New language clarifies department's responsibility to work with HR to ensure proper break time and space is being provided.
- New language clarifies corrective action if supervisors do not comply with policy.
- New language clarifies methods for employees to request break time and lactation space.
- New language added that UG has 10 days to ensure we provide an adequate accommodation.

This revised policy is Section 2.19 of the HR guide. Like I mentioned, the current policy is in compliance, but we did have some additional language that we wanted to expound upon, again, clarifying the department's responsibility, clarifying what happens if the supervisors do not comply, and then also clarifying the 10 days that we have to rectify any deficiencies.



That's all I had, any questions?

Chairman Markley said questions from the Commission? Clerk, were there any questions or comments from the public? **Monica L Sparks, Deputy UG Clerk**, said no comments received. **Chairman Markley** said anybody here in the room? Alright, I understand I need a motion with a fast-track for this item.

Action: Commissioner Kane made a motion, seconded by Commissioner Johnson, to approve and fast-track to the 6/29/23 meeting. Roll Call was taken and there were five “Ayes,” Kane, Johnson, Ramirez, Bynum, Markley.

Item No. 2 - 212525...ORDINANCE: AMENDING SECTION 23-13 OF THE UNIFIED GOVERNMENT CODE OF ORDINANCES

Synopsis: An ordinance amending Section 23-13 of the Unified Government Code of Ordinances to eliminate some of the court fees and formalize the ability to pay process in order to reduce the impact fines and fees have on our citizens, submitted by Meaghan Schultz, Municipal Court Administrative Judge.

Meaghan Schultz, Municipal Court Administrative Judge, said we are part of the second cohort for the Cities and Counties for Fines and Fees Justice. ACA Cobbins was among those who had attended the boot camp. As part of being that cohort, we received a grant to hire, we call it the REAL position, a Risk Engagement Assessment Liaison who helps people that encounter our court with dealing with navigating probation and services and trying to reduce the cost of those services. As part of that we already do an informal ability to pay assessment when people request it. The changes in this ordinance would formalize an ability to pay docket which people could request when they are encountering difficulty in paying fines. It also would eliminate the \$30 court cost that we typically collect. We have found that these fees have a disparate impact on the people in our community that are the least able to afford these. They tend to be the ones that are encountering court and it kind of ends up as a use tax, so they're paying for all of it when really the court is there for all of us. So we are requesting that you adopt the changes in the ordinance.

Commissioner Ramirez said thank you, Judge, for all that you do and for what you've done. Before I was taken off as Chair of the Government Efficiencies Task Force, this was something we were working on. Before we had a different Administrative Judge at the time and then you had become appointed as the Administrative Judge. As you know, you and I, we met about this and talked about this. So I am happy that even though I'm no longer the Chair that this work still continued, because this was something that the task force as a whole believed in and they really

wanted. This was low-hanging fruit that we could do for our community. Especially, as you mentioned, fees and fines like this, especially in our Municipal Court, they hurt the most disadvantaged. When they step into Municipal Court, they're already having a bad day. Let's not make it worse by making them choose food on the table, clothes on the backs, being able to pay their rent, being able to pay their BPU bill. I'm very supportive of this. Again, I'm happy that the work continued and I hope that we continue to look at all our fees and fines within the Unified Government, but specifically Municipal Court where we needed some action. So, I thank you for all that you've done.

Commissioner Johnson said how much of an impact will this make or will this have on overall revenues? **Ms. Schultz** said we looked at the most recent years, 2021, 2022, to give us an idea, because we felt especially 2020 is not a good representation of what kind of an impact there would be. Our total assessed court costs in 2021 were \$125,725. What people actually paid in court costs, what we actually collected, was \$80,695.50. Then in 2022 the total assessed costs were \$100,025 and total paid or collected was \$57,110.16. **Commissioner Johnson** said yeah, that would seem to suggest that this is probably the right thing to do. **Ms. Schultz** said while it's not a large amount, the impact that it will have on the people I think will be larger. **Commissioner Johnson** said I totally agree.

Action: **Commissioner Johnson made a motion, seconded by Commissioner Ramirez, to approve.**

Chairman Markley said Clerk, were there any comments from the public? **Monica L. Sparks, Deputy UG Clerk,** said no comments received. **Chairman Markley** said anyone here in the room? Alright, roll call on the motion, please.

Roll Call was taken and there were five "Ayes," Kane, Johnson, Ramirez, Bynum, Markley.

Item No. 3 – 212530...ORDINANCE/RESOLUTION: PRIMARY ELECTION CONFORMANCE

Synopsis: Adoption of an ordinance and resolution to align the Code provisions with state law, submitted by Jeff Conway, Legal Department.

Action: **Item removed per blue sheet.**

Item No. 4 – 212519...RESOLUTION: COMMUNITY DEVELOPMENT 2023 ANNUAL ACTION PLAN

Synopsis: Resolution approving of the 2023 Annual Action Plan for U.S. Department of Housing and Urban Development Block Grants, submitted by Stephanie Stauffer, Program Coordinator, Department of Community Development.

Stephanie Stauffer, Program Coordinator, said I work in the Community Development Department and we brought forward a resolution tonight to submit our Annual Action Plan to HUD which serves as our annual application for the CDBG Grant, the HOME Grant and the ESG Grant. I prepared a slideshow, however, you've seen it twice already in the last 30 days. I would leave it up to you, whether you want me to go through it, skip to a certain part, or I can also stand for questions. However you want to do it. **Chairman Markley** said I will just ask if anyone has questions.

Commissioner Bynum said I'm looking at the slideshow. We've seen it several times. The only reason I'm asking, the slide that says Projects, it looks a little different in here, let me see. **Ms. Stauffer** said you may have the summary of the plan.

Chairman Markley said no? Alright, Clerk, any comments from the public? **Monica L. Sparks, Deputy UG Clerk,** said no comments received. **Chairman Markley** said anyone here in person? Roll call on the motion, please.

Roll Call was taken and there were five “Ayes,” Kane, Johnson, Ramirez, Bynum, Markley.

Item No. 5 – 212509...REPORT ERP WORKDAY PROJECT STATUS

Synopsis: A brief overview of the Unified Government’s implementation of Workday as four waves of implementation have occurred, submitted by Crystal Sprague, Director in County Administrator’s Office.

Crystal Sprague, Director of Performance and Innovation in County Administrator’s Office, said we're going to get this pulled up, but while we're doing that, I want to give you guys many thanks for letting us have this time at the conclusion of tonight's agenda so that we can present an update on our ERP Project. The last update we provided to this group was in December of 2021. There's been an enormous amount of work that's been completed by over 100 UG employees on this endeavor. This is for information only I should mention as well. Those 100 plus employees have been doing work that has changed how we do business at every level here at the UG and how we interact with those who we do business with and who are coming here to be applicants and employees with our business.



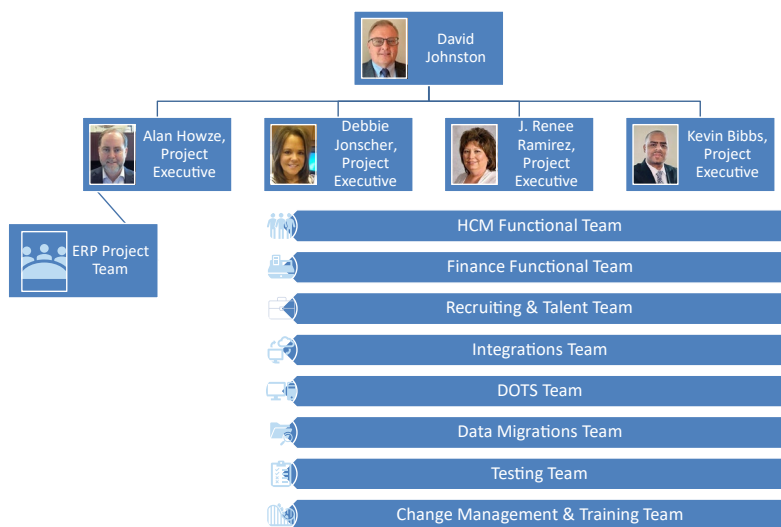
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Today's Report:

- Deployment To-Date?
- Wave – 1 Status: HCM
- Wave – 2 Status: FIN
- Wave – 3 Status: Recruiting and Talent & Performance
- Wave – 4 Deployment Plan: Payroll, Time Tracking, Absence
- Change Management & Training

On today's roadmap for this brief overview, it's in my script too, Commissioner Markley.

We're going to run through the waves of deployment, give you some high-level information on each one of those waves' benefits, talk to you about what's coming up next, and give you a little bit of an understanding around our change management efforts. It would be impossible for us to explain all the benefits that we have reaped from this project over the last 18 months and all the effort that's been put into it, but we're going to try to reintroduce you to the project quickly.



We're going to reintroduce you to our team executives, which are listed here, as well as the governance structure that was developed and used throughout the project for our biggest cash in on success, both pre and post deployment.

Workday Goals

- Modernize systems for managing Workforce and Operations
- Create operational efficiencies
- Stronger tools for managing and tracking resources
- Greater accountability for workflows and spend
- Enhance information security and reduce cyber risks
- Provide enhanced self-service options

Then our workday goals, so our project started with a strong structure, which includes goals, guiding principles, governance, project planning, benchmarks, achievement gates, and assurance checkpoints that we must have met before we went live, and to lessen the risk and define our success and these are a few. We definitely set out to modernize our system for managing workforce and our operations, create those efficiencies, find stronger tools for data analytics and for managing and tracking resources, to get greater accountability. It's hard to have strong accountability when we have paper processes, this enhances that. And enhance information security and reduce our impacts if we were in any type of cyber incident in the future.

Wave 1	Wave 2	Wave 3	Wave 4
Human Capital Management	Financial Accounting		Payroll
Compensation	Business Assets	Recruiting	Absence
Benefits	Banking & Settlement	Talent & Performance	Time Tracking
	Budget		Learning Management
	Customer Accounting*		
	Projects*		
	Procurement	Prism: Historical Reporting	
	Expenses		
	Supplier Accounts		
	Grants*		
Reports / Integrations / Data / Security / Change Management			

As our team started the endeavor in October of 2020, which seems to be a theme, somebody else mentioned 2020 a little while ago. We could not imagine the uphill battle that this team faced. Changing to an ERP system is incredibly difficult, no matter if you're in good circumstances or moderate circumstances. We had an uphill battle to fight, and it started with doing this project completely remote in 2020 and that lasted with our consultants through present day, working with them remotely. We also had the cyber incident, which definitely impacted our teams because many of the groups involved with the recovery from the cyber incident were also included in this group. We had major changes going on, moving from a primary paper-based system to an electronic system, which is a huge change for an organization, and we were impacted by leadership changes at all levels during the process. That also changed expectations for deployment. So we took on this work in addition to UG employee's regular work. We'll talk more about that in a minute, but they took on this work on top of any duties that they had and any duties that they were given because

we had vacancies or change in employment. So to minimize the risk and be responsive to the strain on our organization and to make sure that we were able to deploy, move forward, and still gain benefits we varied the original timeline and flexed it a bit. So instead of our original timeline, we broke our timeline up into four waves, the first being HCM, or Human Capital Management. The second focused on finance, before the end of the year. The third on recruiting, talent and performance. And the fourth wave focused on payroll, absence, and time tracking. Three of the four waves have been successfully deployed starting in October of 2022 and our most recent successful deployment was in April of 2023. Our fourth wave is set to deploy in the fall of this year and that will be our last major deployment.

	Business Process Alignment	Review all the business processes, Rethink the business process
	Architect	Training & Load Data Design & Align the Business Process
	Configuration	Training & Load Data UG Starts to Design the System
	Test	Training Extensive Testing Cross Functional Testing
	GO LIVE & Post Validation	October 2022 January 2023 April 2023
	Post Deployment Management	Change Control Board Strategic Planning Road Mapping

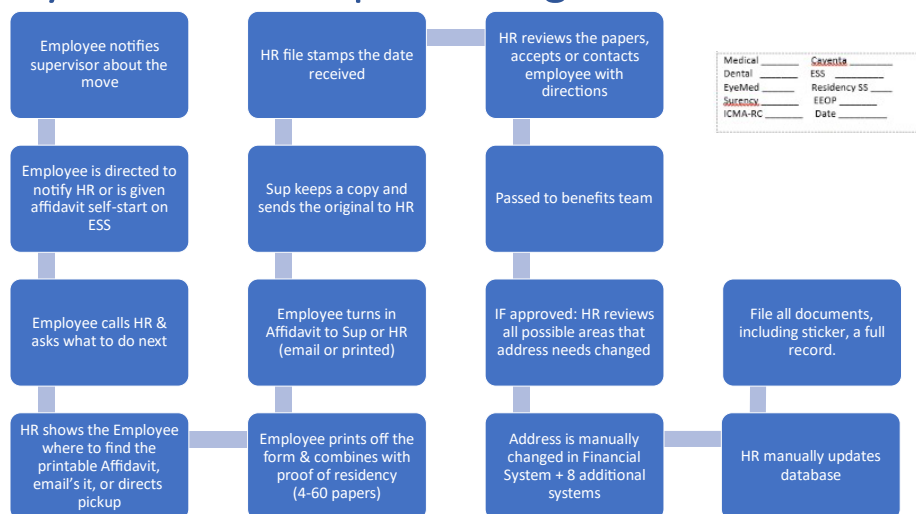
Our approach with deployment was to follow the methodology listed here, where we were looking at business processes, redrafting business processes, making design decisions, and then configuring. These teams also did significant numbers of tests everywhere from the process to a single transaction. This group completed more than 7,500 tests during the cycle so far, we're not quite done. Then in post deployment we had Go-Live and support structure and then post deployment management. Again, three of our four waves are past deployment on our end, post deployment management and the fourth at testing. All modules are subject to additional changes and enhancements two times a year. Workday, the product that we selected, has mandatory changes and upgrades and then we are able to grow within the system as we go.

Wave 1 : HR - Oct 2022



Enough with the review, let's talk about what we actually have gained. Our wave one deployment was focused on HR, Human Capital Management, Compensation, and Benefits. We had our biggest change in utilization of a digital system with an average of 10,000 unique log ons every month since Go-Live, and 1,000 of those being mobile on a cell phone or a mobile device. We completed our entire 2022 open enrollment digitally. I know that each one of you have had an opportunity to interact with Workday when you did your open enrollment, provided employees access to self-service, reduced paperwork transactions and data entry around open enrollment. One of our biggest accomplishments during the wave one deployment was the PAN's last day, that infamous orange PAN that you hear so many people talk about. The last day of its existence was October 5th of 2022. That PAN was no longer in existence after that day, it was a full digitized process with visibility into the process. We built out a structure for supervisory orgs that we are relying on to interact with the system, as well as gave access to employees who before Workday did not have access even to a UG email address. It surprised me, as we went through deployment, that we had well over 100 employees who had never had a UG email address and had to seek alternative ways to get information that we rely on so heavily in the UG. Workday gave us the opportunity to onboard those employees, spend time with those employees, teaching them how to use the UG infrastructure, and then getting them acclimated to Workday. An example, really, of many sub-projects that were within each deployment.

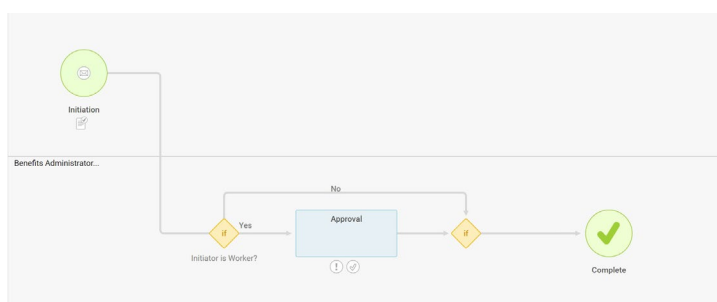
Legacy Process Example: Change of Address



The last time we were here, Commissioner Bynum, I think you mentioned to me, we'd like to see some more of this process change that you guys keep talking about. This is an example of in HCM, or in Human Capital Management, the process that we did pre-deployment on paper just to change your address as an employee. This was prior to our deployment in October. It was a lengthy process and required multiple steps of data entry.

Workday Process: Change Personal Information

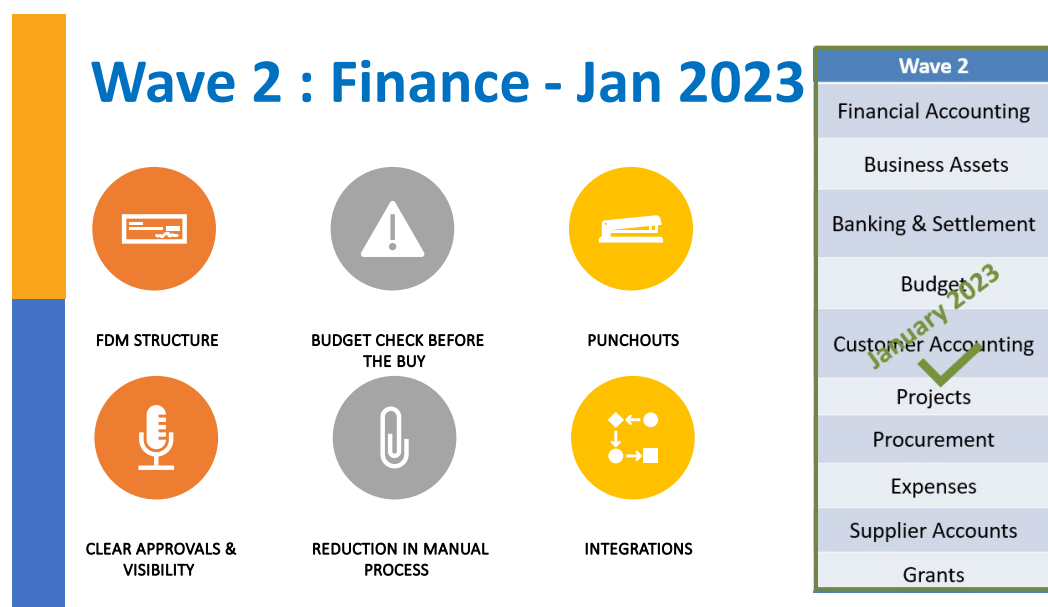
From a 14-step manual process to a 2-step electronic process



- Between November 1, 2022 and June 22, 2023 – 568 Change Personal Information Tasks have been completed in Workday
- 62% of the changes were completed in < 48 hours

This is the process today. So we went from a very lengthy, paper process to an electronic, two-step process that the initiator can do at any time, night or day, on any computer he or she wants to log into, including their phone, they can initiate the process and the process can be completed.

Between November 1 of 2022 and June 22 of 2023 we had 568 employee driven personal information changes and 62% of those changes were completed from start to finish in less than 48 hours, meaning that information then was given to, through integration, to our vendors. Whether that be a healthcare vendor, vision care, or KPERs all that information was then digitized for us and we could then transport it to the appropriate parties without having to reenter it. That seems like a small process, but a huge win when previously we had a 14-step process where the same information had to be entered multiple times and could sometimes take up to 30 days to complete or more.



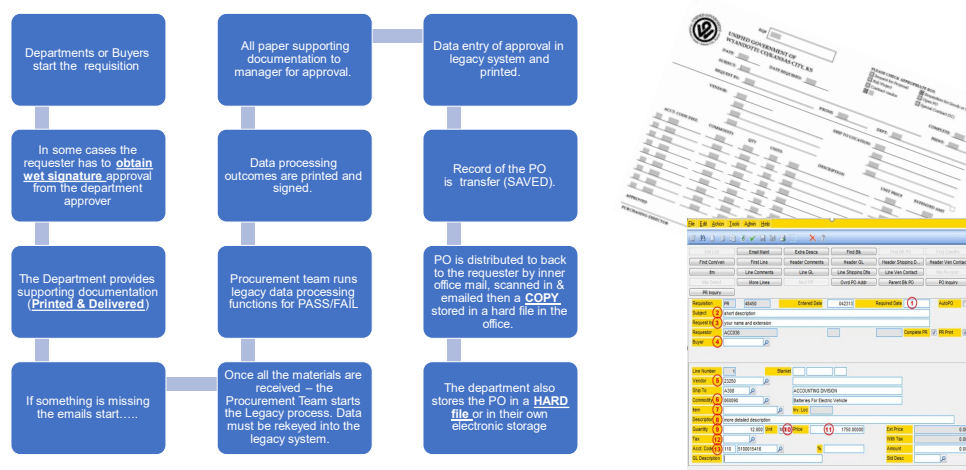
We'll leave HCM for a minute and talk about our wave two deployment, which was focused on Finance. This moved all of our financial activities, but for payroll, into Workday from our legacy system. This was our largest deployment and it happened January 6th of 2023. It starts with a complete redo of our entire accounting structure, so that our accounting structure was built so we could provide reports and provide data analytics that could roll up into categories that made sense to us. So that redrafting of the account structure paved the way for that reporting and is the backbone to our financial piece in Workday. It was no easy task.

A couple of other areas that we want to focus on are punchouts. Now that might sound like a funny word to most, but punchouts mean that we can punch out of our system into another system that we have a contract with, Staples is the best example. We can as employees be in Workday, punch out to the Staples cataloged items that we have under contract, select those items, put them

through a routing process where our supervisors approve them, make sure that we have budget to purchase those items, receipt those items once they are received because they are given to the vendor in an order without us doing any additional labor, receipt that product, and have that product be paid. This action cuts down and reduces our reliance on purchasing cards because you don't need a purchasing card to complete a punchout. We have three punchouts currently, but it gives us the ability to do more of those integrations with different vendors that we routinely use to do business. It also keeps the current contractual rate in place so that we're all using the same contractual rate for a product and it reduces that manual effort.

All of our business processes give us the ability to diagnose problems in real time, not only problems with the transaction, but problems with how quickly we are processing the transaction. It allows us to pinpoint any areas where we've got slow processes, attack that area, improve that area in real time, and we have the knowledge to be able to do that ourselves. In Finance, we definitely have those areas where we can find where something is hung up and push it through the process, but moreover, figure out how we can keep that from happening in the future. We are able, also, to leverage integrations with banking systems as well as vendors, so that we can give information to those groups securely and bring information back without having to do additional manual uploads and downloads. We have areas to grow grants, projects, and customer accounts, gives us lots of space to improve and even harness even more advancements.

Legacy Process : Request a Purchase Order



Our sample here is the process to get a purchase order in the legacy system. We had to get wet signatures. We had to enter information on scripts. That information then had to be reentered into our legacy system. That system has been broken down and rebuilt into our current process, but we're also able to—I don't have, Commissioner Ramirez, a two-step process for you. We actually made that process more lengthy, although it is faster, so that we can incorporate steps such as IT. We have an IT spend in the legacy system, IT is only going to know about that IT spend and can approve that IT spend if someone emailed or talked through that IT spend. In Workday, it automatically triggers an IT approval based on the type of product that's purchased. So large business process that's digitized, but moves faster and is more visible, and you can see into the process.

One of our leads in the financial side talked about moving into this new type of activity and related our current process, this process here, to the sneaker net, not the internet, because this really was the sneaker net. We were taking these papers and physically carrying them from place, to place, to place to get signatures. So we've replaced our sneaker net with actual digital processes.

Workday: Finance

- Finance go-live in January 2023 introduced significant process changes for all departments and ushered in a new way of doing business
- Between January 6, 2023, and June 22, 2023
 - 731 Requisition Tasks completed in Workday; 71% completed in less than 5 business days
 - 10,895 Supplier Invoices have been fully processed and paid
 - Avg of 14,000 journal entries posted each month since March

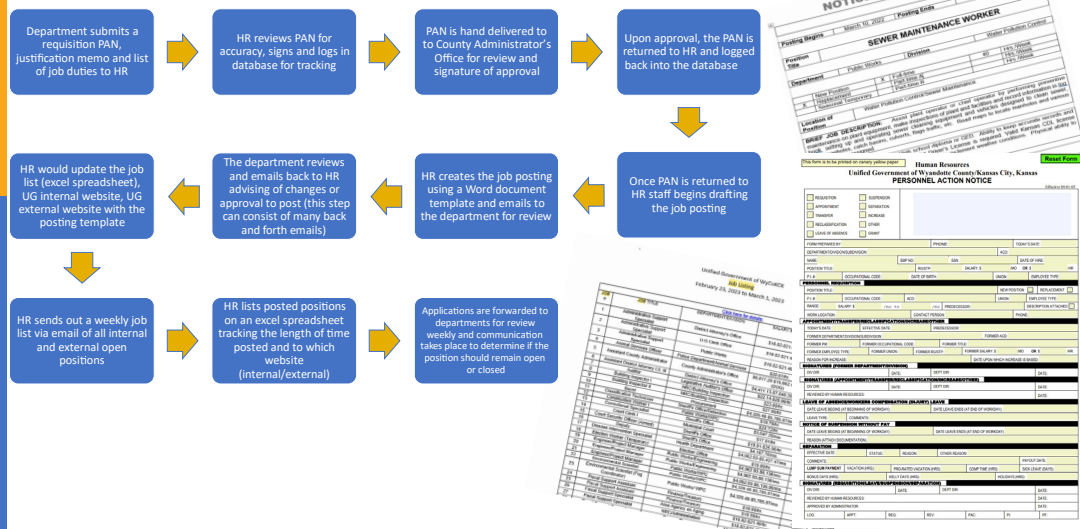
In Workday Finance we went live January of 2023. We changed how we did business from top to bottom on finance. Between January and June 22, we had 731 requisition tasks completed and 71% of those were completed from start to finish in less than five business days. We had over 10,000 supplier invoices successfully paid in Workday in a digitized process that we can see into.

We had an average of 14,000 journal entries posted every month since March. That gives you kind of an idea of the data that we can capture on the analytics side.



Our wave three was focused on recruiting. This possibly is the biggest impact to our community when they're applying to work here at the UG, but also to our employees themselves. Wave three highlights on recruiting include an online application, in which we had never had an online application before. We also have increased the speed at which we can post jobs as hiring managers and departments. That includes overlapping for potential retirements, so we can start to post that job before the information and the knowledge walks out the door. We have enhanced advertising through social media outlets like LinkedIn. We also have a way to track and improve the time between application and feet on the ground and people in seats. The recruiting module included a talent and performance module, which starts with the employee and allows us to track certifications. It is the beginning of our employee improvement and employee performance evaluations.

Legacy Process: Post A Vacant Job



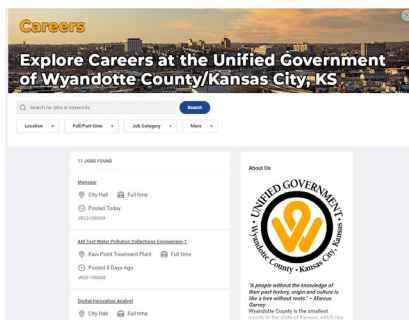
Here's a legacy process for posting a vacant job. There was not enough room on this slide for me to provide to you samples of all the documents that had to be filled out to post a job, but the PAN is right there in front because this process started with the PAN. Even though recruiting did not go live until April, the team worked to develop a manner that we could get rid of the PAN back in October and then reworked that process to get ready for recruiting. So, the PAN is no longer, however, this is our legacy process just to post a vacant job. Includes wet signatures, includes multiple documents, and we could only post jobs on Thursdays because of the amount of manual labor that was required to post a job.

Workday:

Recruiting/Talent implementation in April 2023 introduced significant process changes applicants and employees

Between April 13, 2023, and June 22, 2023 – 109 Job Requisition Tasks have been completed

The average length of time between when the START task is initiated to when the job is posted/advertised = 6.3 calendar days



I don't know if anybody's been out and looked at our new career site. Commissioner Ramirez says yeah. But our career site is actually open to the public, it opened on April 13th. It allows potential applicants to come into the UG, create a Workday account or create an applicant account, upload their resume, which auto-populates the application, and allows them to use that one application for as many jobs as they want to apply for. It also allows them to see into the process, where is my application, and if they are not hired for the position, they receive an automatic notification immediately, so that they know they can move on to the next job. All the recruiting process is completely 100% digitized in Workday and from what we have heard from departments, they are seeing two and threefold more applicants than what they traditionally saw for jobs in the past. So the path is clearer for applicants to apply and they are applying.

HR Managers can even invite someone in their candidate pool to apply for another job at the UG that might suit them better. It makes us more competitive in a market that is pretty tough to be able to hire qualified candidates and it is the largest change that we've seen outside of our internal business processes. Between April 13th of 2023 and June 22nd, so a very short period of time, we've had 109 job requisition tasks completed from start to finish. The average length of time between the hiring manager opening the task, not completing the task, opening the task to when the job is posted and advertised is 6.3 calendar days. So as a hiring manager, I start to think about posting the job, I open the task, the job is posted on average six days later. If you'll recall, our previous legacy system only allowed us to post on Thursdays. If you missed that Thursday window, you were waiting for your job to be posted. This has sped that process up tremendously, and that's with hiring managers getting used to operating in a new system.



Last, but not least, our wave four deployment which will impact our payroll and move us completely out of our legacy system, will also include absence requests, also a paper process we have here at the UG, and time tracking. It is set to go live in the fall of 2023. It will reduce things like manual calculations. Right now, our payroll team is doing manual calculations on some of the payroll. It will reduce that based on eligibility requirement, it will actually get rid of it. It will provide real time employee bank status. So as an employee, I can see exactly how much I have in my banks and what I can use and it will allow me to have that insight so I'm not asking for days off that I don't have credit for. I can actually see it in real time, which is something we don't quite have today. It enhances the approval processes for leaves of absence and general time offs. It allows for visibility into the rest of your team, so you can see who's off and who's not and it allows the manager to be able to make good decisions about who can have time off and who can't to make sure we have strength of force. Lots more to come with that, but that's a big look forward to in the fall.

Training and Change Management

Technology implementations are only as good as their adoption by an organization. The Workday Project team focused extensively on communications, training and change management to ensure adoption by UG staff across all departments.

Purchase Requisition
Request for PO to purchase Goods and/or Services over \$5,000

- Using the Search Bar, type in create req and select the **Create Requisition** task from the drop-down menu.
Note: You can also create a shortcut to this task for quicker access.
- Enter your **Requisition Type** (select Standard Goods or Services).
- Ensure that all the required fields have auto-populated correctly (pre-populated on your organization and not work context).
Scroll down to new all fields and fill in any blank fields if known/applicable.
Double check the **Deliver-To** and **Ship-To** locations are correct.
Note: This may auto-populate to the building address but lack your department location.
Note: If any auto-populated information is incorrect, click on the 'X' to remove it. Use the prompt icon(s) to select the correct information.
Double check the auto-populated **Cost Center, Fund, and Program** are correct.
If not, and you know the correct code, type it into the state field and hit enter on your keyboard. Or you can use the prompt icons to search/select the correct information.
As needed, enter any additional information if applicable, such as Project Team or Additional Workings.
- Click **OK** to proceed.

Example Job Aid



Throughout our entire deployment, we've had Change Management and training on board from day one. A couple of highlights that I want to give you. Our Change Management team has produced 83 custom job aids to allow our employees to be able to reference step-by-step instructions on how to do this new digital processing. We've had over 700 of our employees attend a sit-down training that we've had, and we have 17 specialized trainings that are offered on a rotating basis. We've had 60 hours of open lab, I call it study hall, where you can bring in your

transaction that you're having a hard time with, sit down with the subject matter expert and work through that transaction. Then we've had specialized events like a UG Fair that was wonderfully attended by everyone here, excited about going live last August. We've also had some individual learning, like I mentioned, for folks that had never had a UG email address. So our change management has been a very important part of our adoption and successful completion.



So who's been involved, our Executive Sponsors, each one of our work streams has had a lead that has been solely responsible for leading the charge, as well as Subject Matter Experts. We've had Change Ambassadors embedded in the organization in many of our departments. We've brought in people from the organization to help test. We have Project Management and the Department of Technology has been right there with us to help through some of those processes, as well as End Users. Our Change Ambassadors deserve a special shout out because they've been volunteering their time to help. Our Leads, I want to recognize them because we have forced them to learn something new, to do something different than what some of them have done for 25 plus years. They are not software configurators, but they are now. They are not necessarily technology testers, but they are now and they know how to maintain this platform moving forward without having to call on extra services. I do want to mention that throughout this project this group deserves a lot of attention and support. Most ERP deployments of this size require that their leads and their subject matter experts be dedicated to the project, with the leads dedicated half to one FTE through the entire deployment. We have not had one employee who has been dedicated to this project with

the exception of one Change Manager. So every single one of the UG staff members who have taken on this duty have done so on top of their work. I just want to recognize them.

In summary, our core Workday ERP modules have been successfully deployed. We have extensively redesigned many of our business processes. Some have gone smaller, some have gotten bigger and more complex.

Workday Summary

- Core Workday ERP modules have been successfully deployed
- Extensive redesign of business processes
- Focus on change management and adoption
 - Project Team has worked with Departments to address issues as they arise
 - Change Champions spread throughout the departments
- Fall deployment will be last major deployment of modules
- Plan continuous improvement and post-deployment management to ensure the UG receives the full value of its investment in Workday

We have many more to redesign. We've had a focus on change management, adoption, and usage. In fall, we'll deploy our last major module. We will continue to use our governance model and our structure to make sure we get the most out of our investment. When we're smart about how we do business, we can be smart as a city about completing our business.

Discussion

Thank you very much, any questions? Maybe not so brief, Commissioner Markley, I'm so sorry.

Chairman Markley said I know this has been a big lift and I know change is sometimes hard, but gosh, I hope people are seeing the value because it's really brought us out of the stone age in terms of a lot of our practices.

Commissioner Ramirez said it seems that Workday hasn't taken us to the 21st century, we are in the 25th century now with how we've been doing business here at the UG. **Ms. Sprague** said it has definitely been a change. **Commissioner Ramirez** said there's a lot of talk, you know, when we have our special sessions, budget, talking about efficiencies. To me, this is the biggest efficiency that we can see. Tangible evidence of that efficiency making our processes easier for our employees to do their job, not having to be couriers themselves going up and down, up and down the elevators, trying to get signatures, drop this off, drop that off here, waiting for approval for days, and then just the piles of paper stacking on people's desks. You know, them not having to see the physical stress of their job right in front of them on their desk. Yeah, and it may show up on their computer, but it's a little bit easier to see on a computer than seeing a stack of papers on your desk. The stress is a lot less. I commend you and everyone that has worked on this and who continue to work on this. We praise our employees every time that we can and this is another thing of—we thank you for everything that you do. Do not think that we don't appreciate and cherish everything you do because we do. This is going to make our government better. It's going to make it work more efficient, as we've already mentioned. In my eyes, we're not done. We still have a lot to go with. Thank you for everything that you've done and for—I'm excited to see this used more and the hope that the community sees that, especially with the app and the job design, and seeing the jobs that are here. I hope they realize it and they can appreciate and cherish it just as much as we do up here, so thank you.

Ms. Sprague said well, thank you, Commissioner. I know that many of our team members are watching tonight, so I know that they heard that and so that's a very important message, I appreciate that. We're absolutely not done, we've got a lot more work to do and we will continue to grow into this platform, and the platform will grow, so we will have to grow more as well. Just on that point, I want to mention that we've just shared little tiny snippets of some of the advancements that have been had, but I do know that just anecdotally, some of our remote departments, when I say remote it could just be down the street, they would physically have to

drive to City Hall twice to three times a week to drop off their documents so that they could be processed. Now they can literally, in some cases, do the action from their phone.

Commissioner Johnson said Crystal, I just want you to extend our great appreciation to everyone from the—and I can't speak for my colleagues, but I think I do, the great appreciation that we have collectively for the work that staff has done to bring this to pass. I hope that they are hearing this right now, but if not, please extend our great appreciation for the work that they've done. It's really been monumental considering that they had to do this on top of their regular work functions is remarkable. **Ms. Sprague** said thank you, Commissioner. I'll make sure to pass that along.

Commissioner Bynum said just, thank you. Ditto the Commissioner's comments. But you know, change can be really hard, but I think when you see the fruits of your labor it just makes it all worth it. I just want to express my congratulations to you and the team for all the improvements and all the hard work and dedication. It is not lost on me that we are dealing with so many departments short on staff and yet still we're able to take on the project and have people willing to engage in that way. That's quite remarkable and speaks to our high-quality employees. But thank you, Crystal, for being the shepherd and leading the way.

Ms. Sprague said I definitely had lots of help, some of my help in the form of my Co-Project Manager, Gayle Jones, who's sitting behind me. I appreciate that, but we are simply the shepherds. We will never know the hours and hours that employees were up at home on Sunday morning running tests on their computer. We will never know. I'm sure that they're hearing that. You're right, change is hard and it is super scary when you've been doing the same piece of paper for 25 years and someone comes in and says, you don't get that piece of paper anymore. It is scary, but I think our staff has been so hungry for this for so long that they're getting through it.

Chairman Markley said anyone else? Clerk, any comments from the public? **Ms. Sparks** said no comments received. **Chairman Markley** said anyone here in the room? Alright, this one was for information only, thanks so much.

Action: **For information only.**

Public Agenda

No items of business.

Adjourn

Chairman Markley said that concludes our meeting, I will entertain a motion to adjourn.

Action: **Commissioner Bynum made a motion, seconded by Commissioner Ramirez, to adjourn.** Roll Call was taken and there were five “Ayes,” Kane, Johnson, Ramirez, Bynum, Markley.

The meeting was adjourned at 6:32 p.m.

RM