

MULTNOMAH COUNTY
FY 2024 Budget Work Session Follow Up
Department of County Management
May 2, 2023



Question 1

Commissioner Jayapal (District 2): Please provide the Board with detailed information regarding the [Future of Work Planning \(program 72060\)](#).

Response

The \$4.55 million in this offer focuses on projects that support the way we work. Here is where these funds will be targeted:

- \$2.5 million for DCJ's East Campus South remodel. These funds are being held in this program offer so that we can align the project work with our strategic look at spaces across the County.
- \$300,000 Auditor's office redesign for expanded staff

DCA's Facilities team estimated that the moves associated with consolidating space in our owned or long-term leased buildings could run anywhere from \$810,000 - \$1.75 million. Our request of \$1.75 million will ensure that there are adequate resources to support the potential moves listed below. The more consolidation we do in our owned/long-term leased buildings the more cost effective we will be in the long run. The best prospects for consolidation are the Multnomah Building, McCoy, 5 Oak and Yeon.

The table on the next page shows the estimated ranges for the project costs.

Building	Low	High	Potential Changes
Five Oak	\$150,000	\$300,000	HD/BH will most likely consolidate space on the 5th floor, potentially on the 2nd floor.
Five Oak	\$225,000	\$450,000	DCHS/IDD and DCHS/ADVSD are planning on consolidating on 5th and 6th
Five Oak/TMB	\$60,000	\$120,000	JOHS move to Five Oak 6th Floor or TMB 4th/2nd floor
McCoy	\$75,000	\$150,000	HD may consolidate space on various floors
Yeon	\$50,000	\$150,000	DCS consolidation into Yeon Annex
Glisan Station	\$250,000	\$575,000	DCHS ADVSD move and build out costs to and for new location
Totals	\$810,000	\$1,745,000	

Question 2

Commissioner Meieran (District 1): Please provide the following:

- A comprehensive list of the total FY 2024 investments (by department and program offer) related to Workday. Please identify ongoing/OTO.

Fiscal Year 2024					
Dept	Division	Program Offers	OTO or Ongoing	Proposed FY 2024	FTE
DCM	Central Human Resources	72022 Workday Support - Central Human Resources	Ongoing	\$2,265,300	10.00
DCM	Central Human Resources	72053 Workday Support - Review & Recommend	OTO	\$1,000,000	0.00
DCM	Finance & Risk Management	72046 FRM Workday Support - Finance	Ongoing	\$1,317,686	5.00
DCM Proposed Budget FY 2024				\$4,582,986	15.00
* DCM FY 2024 - did not continue Program 72054 HCM Workday Support Data Mart (unspent in FY 2023) Includes Year 2 Program 72053 Workday Support Review & Recommend project (unspent in FY 2023)					
DCA	Information Technology	78313 IT ERP Application Services*	Ongoing	\$3,471,727	6.50
*DCA Proposed Budget includes Workday Software License Fees and Support					

- 5 years of historical investments in Workday including both total budget and FTE by Department and identify ongoing/OTO.

FY 2019					
Dept	Division	Program Offers	OTO or Ongoing	Adopted FY 2019	FTE
DCM	Central Human Resources	72022 DCM Workday Management Team	OTO	\$1,152,068	6.00
		DCM Total Budget FY 2019*		\$1,152,068	6.00
*Includes 12.00 FTE for a half of the fiscal year, or 6.00 FTE to reflect Workday go live in January 2019					
DCA	Information Technology (IT)	78313 IT ERP Application Services**	Ongoing	\$3,260,600	7.00
** Includes Workday Software License Fees and Support					

FY 2020					
Dept	Division	Program Offers	OTO or Ongoing	Adopted FY 2020	FTE
DCM	Central Human Resources	72022 Workday Support - Central Human Resources	OTO and Ongoing	\$1,626,475	8.00
DCM	Finance & Risk Management	72046 FRM Workday Support - Finance	OTO and Ongoing	\$873,525	4.00
		DCM Total Budget FY 2020*		\$2,500,000	12.00
* DCM FY 2020 \$1.25 M Ongoing and \$1.25 M One-time-only					
DCA	Information Technology (IT)	78313 IT ERP Application Services **	Ongoing	\$3,315,443	7.50
** Includes .50 FTE Contractor support of Workday, and Workday Software License Fees and Support					

FY 2021					
Dept	Division	Program Offers	OTO or Ongoing	Adopted FY 2021	FTE
DCM	Central Human Resources	72022A Workday Support - Central Human Resources	Ongoing	\$625,867	3.00
DCM	Central Human Resources	72022B Workday Support - Central Human Resources - Convert to Ongoing	Ongoing	\$1,026,463	5.00
DCM	Finance & Risk Management	72046A FRM Workday Support - Finance	Ongoing	\$668,349	3.00
DCM	Finance & Risk Management	72046B FRM Workday Support - Finance - Convert to Ongoing	Ongoing	\$272,797	1.00
		DCM Total Budget FY 2021		\$2,593,476	12.00

* DCM FY 2021 includes conversion from one-time-only to ongoing

DCA	Information Technology (IT)	78313 IT ERP Application Services **	Ongoing	\$3,237,276	7.50
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** Includes .50 FTE Contractor support of Workday, and Workday Software License Fees and Support

FY 2022					
Dept	Division	Program Offers	OTO or Ongoing	Adopted FY 2022	FTE
DCM	Central Human Resources	72022 Workday Support - Central Human Resources	Ongoing	\$1,845,514	9.00
DCM	Finance & Risk Management	72046 FRM Workday Support - Finance	Ongoing	\$965,521	4.00
		DCM Total Budget FY 2022		\$2,811,035	13.00

* DCM FY 2022 added 1.00 FTE with a General Fund Reallocation using existing resources

DCA	Information Technology (IT)	78313 IT ERP Application Services **	Ongoing	\$3,328,314	7.50
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** Includes .50 FTE Contractor support of Workday, and Workday Software License Fees and Support

FY 2023					
Dept	Division	Program Offers	OTO or Ongoing	Adopted FY 2023	FTE
DCM	Central Human Resources	72022A Workday Support - Central Human Resources	Ongoing	\$1,938,564	9.00
DCM	Central Human Resources	72022B HCM Expanded Workday Support	Ongoing	\$216,717	1.00
DCM	Central Human Resources	72053 Workday Support - Review & Recommend	OTO	\$1,000,000	0.00
DCM	Central Human Resources	72054 HCM Workday Support Data Mart	OTO	\$215,000	0.00
DCM	Finance & Risk Management	72046A FRM Workday Support - Finance	Ongoing	\$999,157	4.00
DCM	Finance & Risk Management	72046B FRM Expanded Workday Support - Finance	Ongoing	\$215,000	1.00
		DCM Total Budget FY 2023*		\$4,584,438	15.00
* FY 2023 DCM added 2.00 FTE Ongoing - in Workday Support HR & Workday Support Finance Program 72054 HCM Workday Support Data Mart included 1.00 Limited Duration HR Manager 1					
DCA	Information Technology (IT)	78313 IT ERP Application Services **	Ongoing	\$3,457,796	7.50
** Includes .50 FTE Contractor support of Workday, and Workday Software License Fees and Support					

*Footnote: ** DCA - Workday Software License Fees & Support range from \$1.8M-\$2.0M per year, over past 5 years*

- **Please provide an explanation of how the Board should evaluate success of the Workday programs.**

Response

An Enterprise Resource Management System like Workday is software designed to provide organizations with the ability to manage the day to day functions like accounting, accounts payable and receivable, human resources management, organizational learning and change, and payroll. Success of the collective Workday programs should be evaluated on the ease with which these functions operate. In some ways, Workday programs are highly visible in their success. For example, all employees experienced the new telework agreement configuration that was essential to move the County into our Future of Work. In other ways, Workday programs are less visible in their success. For example, analysis and testing of mandatory software updates by the teams ensure that Workday continues working quietly in the background to keep County data and funds secure and pay our employees and vendors accurately and on time.

Industry standards for measuring success of an ERP system like Workday typically include identifying and analyzing key performance indicator outcomes. Using this methodology, listed below, the Workday teams have included examples of key performance indicators, some of which have already been achieved and others that will continue to be evaluated annually to analyze the effectiveness, efficiency and success of Workday as the County ERP system.

Key Performance Indicators included in Workday program offers highlighted in bold below.

Workday Finance Support Areas: Workday Allocations, Banking and Settlement, Business Assets, Customer Accounts (Accounts Receivable), Facilities Tasks, Finance Data Model, Financial Accounting, Grants Management, Inventory, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

Finance Unit Responsibilities

- Analyze, design, build, test, and configure all changes made to the existing system, including features from mandatory, twice-yearly Workday system updates.
- Maintain ERP's foundational finance data model.
- Maintain system business processes and security approach to establish internal controls over finance transaction process.
- Create new custom reports and maintain existing custom reports.
- Meet regularly with finance stakeholder groups to create transparency and stakeholder involvement in decision making about which configuration projects will best meet the County's business needs.
- Provide operational and learning support to County finance users that creates a culture where people feel safe asking questions and trust they will receive quick and accurate assistance.
- Finance model maintenance and troubleshooting
- General Workday user support

Finance Key Performance Indicators

- System security and internal controls safeguard County data and funds
- Daily County banking activities are processed and settled in secure, timely, and accurate manner
- Staff are paid accurately and on time with correct costing
- Suppliers are paid accurately and on time
- **All features in mandatory, twice-yearly Workday software updates and weekly "bug fix" updates are analyzed with all appropriate testing and configuration**
- System integrations are developed and maintained so that Workday can be connected with other software systems (e.g. banking systems)
- Custom Workday reports are created and maintained to facilitate accurate financial reporting, including data for:
 - Annual Comprehensive Financial Report (ACFR) financial statements
 - Annual Single Audit of financial statements and federal awards
 - Annual Uniform Data System (UDS) reporting for Federally Qualified Health Centers (FQHC)
- Major configuration projects completed as needed, such as creation of new JOHS department and new FQHC enterprise fund, implementation of

new accounting standards, and federal Office of Inspector General (OIG) vendor verification

- **Number of customer assistance request tickets processed, approximately 1,400 annually**
- Communications using multiple, diverse channels keep end users informed about changes (e.g. Workday Today)
- **Hours of learning support for finance users provided through live and on-demand training**
- **Percentage of finance user survey respondents satisfied with support provided**
- Advocate directly with Workday on future enhancements that will benefit the County, currently involved in two Design Partner Groups for (1) enable costing worktags on time off and (2) payroll correction improvements
- Inclusive, transparent governance that involves departmental stakeholders in prioritization of enhancement projects and other work

Workday HCM (Human Capital Management) Support Areas: Organizational Structures, Position Management, Recruiting, Onboarding, Employee Movement (transfers, promotions, etc), Performance Management (PPR, discipline, etc), Compensation, Payroll, Time Tracking, Absence Management, Performance Management, Learning, Benefits, HR Data Model, and HR Reporting and Dashboards.

HCM Unit Responsibilities:

- Analyze, design, build, test, and configure all changes made for HCM support areas, including features from mandatory, twice-yearly Workday system updates
- System implementation of all collective bargaining agreement provisions
- System management and integrations for County Benefit plans and programs
- Processing and implementation of all employee compensation (Fiscal Year End COLA, Step Increases, and Merit Processes, etc.)
- Performance Management Processes
- Tracking and reporting for protected and unprotected leave of absences
 - FMLA, OFLA
 - Paid Leave Oregon

- Washington Paid Family Medical Leave
- County Paid Parental Leave, County Protected Leave
- System implementation and management of County payroll functions (semi-monthly payroll, creation and maintenance of time and payroll calculations that comply with Fair Labor Standards Act, and Union Labor Contracts, accurate payroll deductions, etc.).
- HR Compliance Reporting (EEO-4, W-2's, ACA, etc.)
- Maintain system business processes and security approach to establish internal controls over HCM workflow processes
- Create new custom reports and maintain existing custom reports
- HCM Workday User Support and Training for Department HR
- Annual Policy Review Process
- Conduct audit, analyze data, and perform testing to protect HR data integrity
- Meet regularly with HR stakeholder groups to share and prioritize new functionality in upcoming Workday releases
- Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan

HCM Key Performance Indicators:

- Employees are paid accurately and on time
- **Reduced time to resolve functional issues submitted through ServiceNow**
- **Increased implementation and adoption of Workday new release functionality**
- **Increase business processes initiated through employee and manager self service**
- Develop and maintain system security and internal controls to safeguard County data
- Development of new reports and dashboards to aid in key business decisions
- Improved and accurate HR Data collection
- **Increased self-service enrollments and participation in Workday learning programs**
- Enhanced Deployment of Digital Training
- Increased compliance and reporting with annual performance review completion

- Continuous Process improvements
 - QRG's (Quick Reference Guides)
 - Learn on-demand trainings within Workday
 - Dashboards
 - Employee and Manager self service
- Comprehensive change management strategies to ensure end-user adoption and satisfaction
- Develop and maintain integrations so that Workday can be connected with other software systems
- Future focused adoption of new functionality of Workday features
- Advocate directly with Workday on future enhancements that will benefit the County – Currently involved in three Design Partner Groups for (1) enable costing worktags on time off and (2) payroll correction improvements (3) evaluating time-offs crossing midnight. We are also currently involved in a Design Partner Group for enhancement to Learning Programs, and have been involved in other groups for Learning in the past
- Inclusive, transparent governance involves departmental stakeholders in prioritization of enhancement projects and other work
- Develop innovative solutions to support County policy or statutory changes and data tracking needs
 - CV-19 Vaccine tracking
 - Telework Tracking
 - Emergency Sick Leave

MULTNOMAH COUNTY

FY 2024 Budget Work Session Follow Up

Department of County Management District 1 Additional Questions



FROM: Serena Cruz, COO and Department of County Management Director

SUBJECT: FY 2024 Budget: Responses from the Department of County Management to follow-up questions from **Commissioner Meieran (District 1)**

DATE: May 2023

1. How does Central Human Resources (HR) intersect with departmental HR? What is the total budget for all HR.

DCM Response:

Central HR versus departmental HR

Per [Personnel Rule 5-10](#): The county human resources policies and practices are based on partnership and collaboration among departments. Responsibility for the county's human resources functions is divided between the direct service departments and the Department of County Management Central HR Division. Departments have resources to realize results and manage their human resources functions.

Central Human Resources is housed in the Department of County Management and provides countywide policies, practices, and services to departmental human resources teams. CHR core functions include:

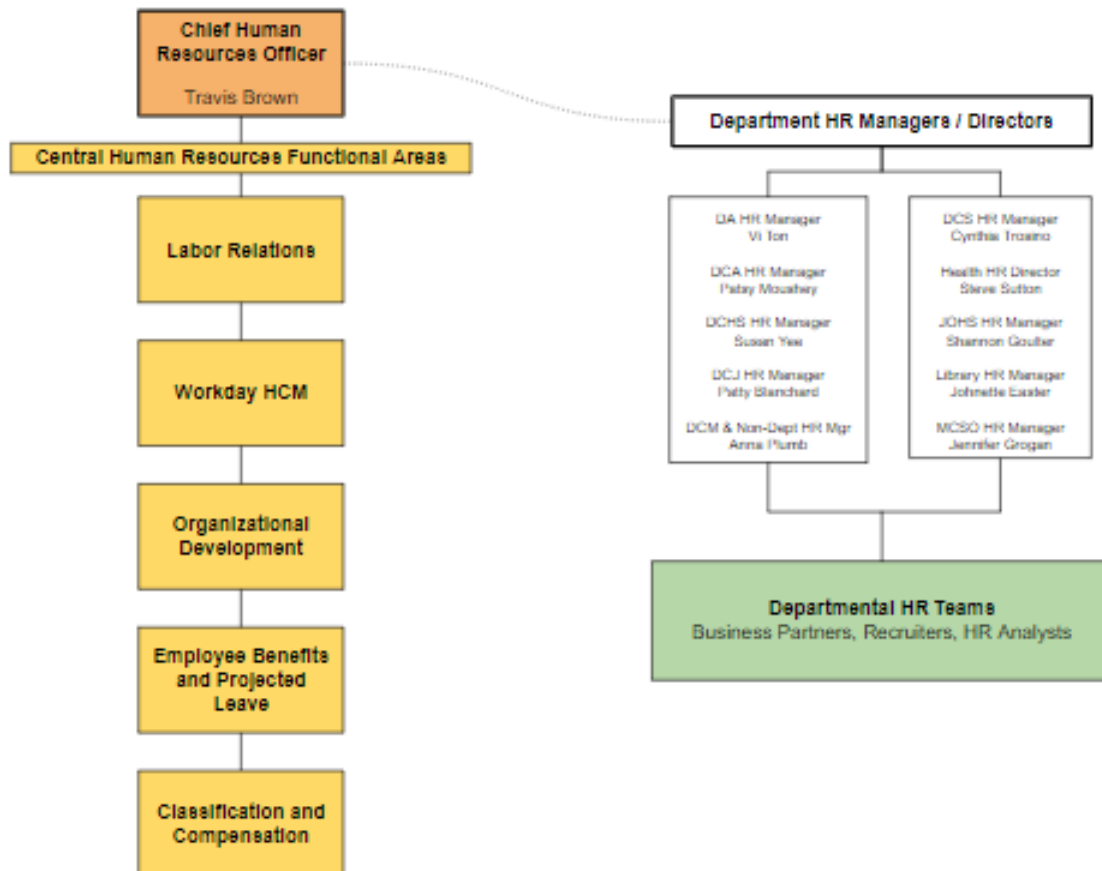
- Labor Relations
- Workday Human Capital Management
- Organizational Development
- Employee Benefits, Wellness, and Protected Leave
- Classification and Compensation

Departmental Human Resources teams are housed within each department, including Non-Departmental, the Multnomah County Sheriff’s Office, and the District Attorney. Each department has an HR Manager or Director and a team to carry out department-specific functions including recruitment, maintaining personnel records, determining rates of pay, performance management of employees, and more described in 5-10-0230 Department Responsibilities.

HR Organization Structure

As shown in the Central and Departmental Human Resources Organizational Structure Chart below, a dotted, non-supervisory line connects department HR Managers or Directors to the Chief Human Resources Officer (CHRO). The functional areas housed in Central Human Resources provide direct or in-direct support and services to departmental HR teams to assist them in carrying out their responsibilities.

Central and Department Human Resources Organization Structure



The Chair's FY 2024 Proposed Budget includes \$32.5 million for HR staffing and functions countywide¹ including both Central and Department HR programs. The total cost is a close approximation as some human resources programs and FTE are housed within program offers that also include other operations such as finance and administration.

2. [72000A - DCM Director's Office](#) - Please provide more detail in the program offer description and outcomes measures that reflect the key work.

DCM Response:

As you note, the work of the DCM Director's office is quite varied: we have the Chief Operating Officer's (COOs) team, the department's Equity team, our Workplace Security Program, our department Human Resources (HR) unit (that also serves Nondepartmental HR needs), and our department finance unit. Additionally, this year we placed the Future of Work capital investment program offer in our division. We do not expect to see this level of investment in building consolidations in coming years.

We appreciate your feedback and will spend time re-working this program offer, with a lens to the span of work we do, when we submit it for FY 2025. We will describe in greater detail the significant effort our team puts into planning, administering, and facilitating meetings for our countywide executives (including the Executive Council, Director's Council and Corporate Council) as well as the Department of County Management (DCM Senior Leaders, DCM All Managers, and DCM Real Talk). These meetings generate alignment across County departments, improve information sharing, and foster the candid conversations that are needed to build trust.

Furthermore, with our responsibility for county-wide operations, the COO office is often called in to trouble-shoot and communicate on time-sensitive, urgent

¹ The Department of County Management also budgets for the employee benefit and insurance costs in DCM Program Offer 72020 Central HR Employee Benefits & Wellness. In FY 2024, the County has budgeted \$151,513,058 in the Risk Fund for these benefits.

topics facing the workforce, such as weather emergencies, shelter operations or changing masking rules. It is critical for our workforce to receive clear and timely communications when such issues arise. We will amend our program offer to include a description of this work.

- 3. [72002 -FRM Accounts Payable](#) - An “outcome” listed is payment on time, and there is a high percentage of timely payment listed both as a goal and as having been achieved in the past. How is this performance measure reconciled against the department’s responsibility to pay individual invoices with our nonprofit providers. Who is responsible for monitoring that those invoices are paid in a timely manner?**

DCM Response:

Central Accounts Payable is responsible for processing all County vendor payments. In FY 2022, Central Accounts Payable processed over 140,000 vendor payments (electronic and check payments). The performance measure under program offer 72002 “Percent of Invoices paid on time within standard NET 30 payment terms” measures the processing time from the time vendor invoices are entered into the Workday system until they are processed. Using this measurement approach the County has historically maintained a benchmark of 90% and above.

This measure does NOT take into account potential contract delays, the time it takes departmental administrative staff to receive a physical vendor invoice and enter into Workday for processing. Instances where nonprofits notify us about payment delays, almost all are attributed to either a contract delay or delay in getting invoices entered into Workday for processing. Reasons can vary on why vendor invoices sometimes are not getting entered in a timely manner (e.g. vendor invoice is discrepant, program staff is reviewing/approving, other departmental processing delay, etc.). This really reflects the front-end process of vendor invoice processing that we hope to address with our contract improvement process efforts “Contract Administration”.

4. [72005A - Contracting \(Compliance\)](#) please provide a breakdown of the \$3.65 million.

DCM Response:

Purchasing ensures that the County buys things in a way that follows the rules and is fair. They also make sure that the County gets the best deal when it buys things. Purchasing has oversight of several thousand contracts and hundreds of millions of dollars awarded each year. Purchasing provides leadership, guidance, training and support for Departmental staff.

Key Responsibilities include the following:

- Safeguard the County from potential contractual risk and liability exposure
- Functional administration of the County's procurement and contracting software
- Ensure the County purchases products and services in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB)
- Review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records
- Research, analyze, recommend, and implement best business practices
- Provide ongoing public purchasing guidance, support, training, and consultation to departments and employees
- Track, monitor, analyze and report annually on contract data and performance measures
- Maximize efforts to include and ensure participation of State Certification Office for Business Inclusion and Diversity (COBID) Certified suppliers (Disadvantaged Business Enterprises, Minority- owned, Women-owned, Service Disabled-owned and Emerging Small Businesses) and Qualified Rehabilitation Facilities (QRF)
- Participate in community events, meetings and conduct outreach to the COBID Certified supplier community and;
- Develop and implement sustainable purchasing policies, procedures and training.

Below is a break down of the cost elements in this budget:

Expense Category	Proposed Budget
Personnel Costs	3,503,051
Professional Services	11,646
Communications	9,780
Supplies	78,386
Training and Travel	13,696
Other Materials and Svcs	38,170
	3,654,729
Total FTE	20.50

- 5. **72005B - Contracting Redesign/Process Improvement - \$532K for a “Countywide contracts administration program” - 2 FTE. Please discuss how the County is moving to a new centralized system, with exploration of outcomes-based contracting, with accountability, consistent standards, elimination of redundancy and different contracting rules from different departments contracting with the same organizations, requirement of meaningful outcomes measures that align with bigger picture policy and can be measured.**
 - a. **Where would the responsibility lie for oversight, ensuring our partners are having required audits done, ensuring that they are in compliance with contracts, etc.**
 - b. **How are we getting to an actual ACCOUNTABILITY mechanism, which is what I want to see us invest in.**

DCM Response:

This program will take recommendations from this year’s contract system review by Civic Initiatives and prioritize and develop a multi-year implementation plan. Though the scope may incorporate various areas of improvement, a key focus area will be contract administration and management (administration after contract execution). The exact scope and timing will be part of the implementation plan and will involve input from key stakeholders across the organization (e.g. departmental contract administrators, business services managers, etc.). The scope of the program definitely aims to build a

more centralized system to standardize processes, provide training, track performance metrics, develop reporting, and maintain oversight/accountability, etc. This will include exploring outcomes-based contracting (with accountability measures) that is more meaningful, consistent, and supports stronger accountability.

Though the exact approach will be determined through the contracts improvement process, we expect oversight work to occur at a centralized level in coordination with departmental contract administration leaders. We also expect the scope and specific outcomes to be determined by this process. This investment funds the necessary central leadership to begin building the key expectations and accountability models to further this important work.

6. [72012 - Fiscal Compliance](#) - How does this differ from contract compliance in 72005A? \$489K

DCM Response:

This program is distinct from Central Purchasing. The Fiscal Compliance unit is responsible for maintaining grant compliance with Federal, State, County laws and regulations and providing fiscal oversight of contracted programs using Federal funds. The Office of Management and Budget (OMB) Federal Register requires entities that pass through federal dollars to nonprofit organizations (Community Based Organizations, CBO's) maintain fiscal oversight over grant compliance. In alignment with federal requirements, Fiscal Compliance provides financial oversight including, performing contract pre-award risk assessments, audits (site reviews), and financial statement analysis for all CBO's that receive federal funds from Multnomah County. This is a component of contract administration for CBO receiving federal grant funds.

The Fiscal Compliance unit is also responsible for leading the County's Single Audit (Audit of Federal Expenditures) with our external auditors, preparing the Schedule of Federal Expenditures (SEFA), preparing the County's Cost Allocation Plan, and other grant management support functions.

7. [72014A - Evaluation and Research Unit](#) - This unit seems to be more internally focused rather than externally focused, including in furtherance of the WESP. Why is this unit not part of the ODE budget? How do the outputs and outcomes relate to the work: “Percent of employees at the County stating that they feel that they belong” - is this percent of all employees? Percent of employees who responded (61%)? And a number of “stakeholder engagement activities” are listed as an outcome. Please provide an additional breakdown of the \$598K investment, as the degree of investment is hard to correlate with the outcomes that are listed.

DCM Response:

Evaluation and Research Unit (ERU): Purpose and Composition

The ERU is a small team of highly trained researchers and evaluators who provide work about workforce equity, employees’ experiences, and evaluate programs both countywide and within the Department of County Management. ERU’s work includes countywide initiatives such as:

- Pay Equity (which reduces risk to the organization and ensures that the county is complying with Oregon law),
- [Employment Trends](#)
- [Countywide Employee Survey](#),
- Program [evaluations](#), such as Assessing the Impact of the Minimum Qualifications Initiative, an evaluation of the Multnomah Leadership Academy
- [Research on Equity and Accommodations for Employees with Disabilities](#).

The ERU also regularly provides support across the County, ensuring that surveys, data collection, and other small research projects are performed with integrity and lead to actionable findings. In addition, ERU helps support a community of County employees who are interested in research and evaluation. While the work the ERU does is used to inform some aspects of the WESP, it is not done solely to support the WESP.

ERU Performance Measures

Regarding the ERU performance measures, the first Output–number of consults performed and reports, presentations, and/or dashboards issued is estimated to be 150 for FY 2023 (and the ERU is offering 150 for FY 2024). There are 3

people on the ERU team that plan to produce ~50 work products in fiscal year 2024. The second Output–number of stakeholder engagement activities is estimated to be 25 for FY 23 and FY 24. These engagements drive the ERU’s work to center stakeholder voices in their research, evaluation, and data projects.

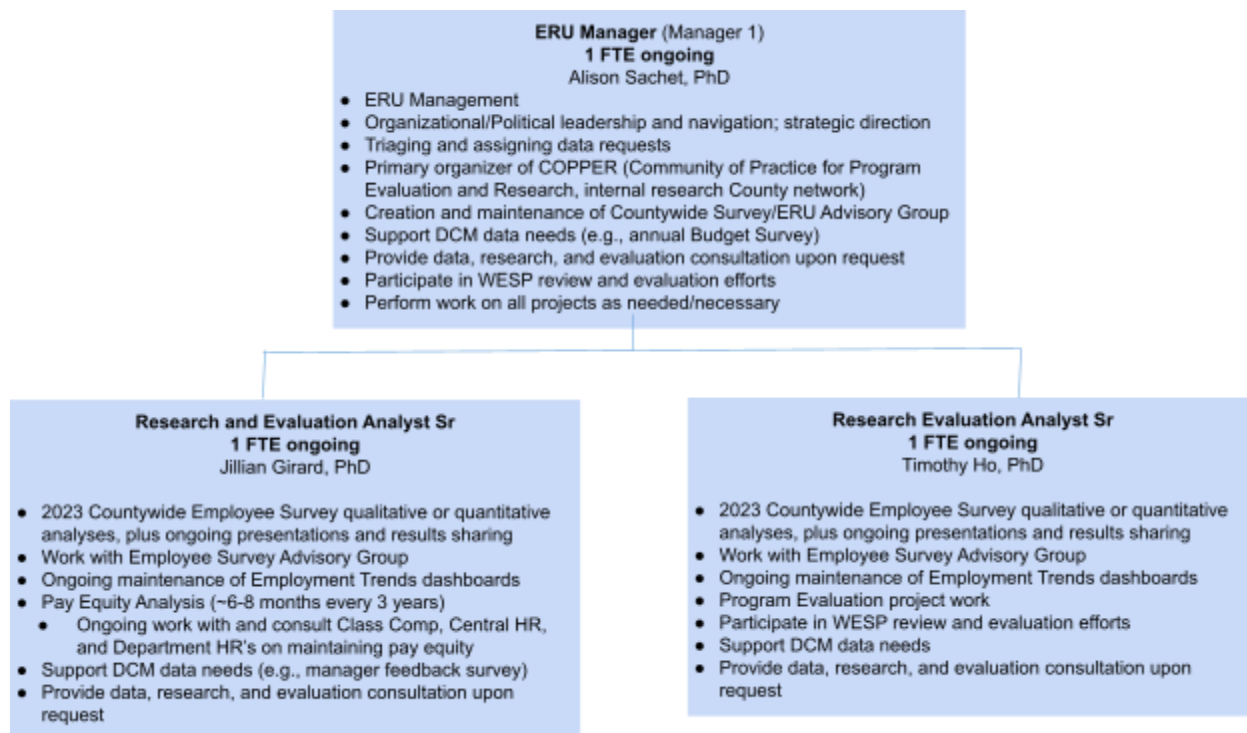
The ERU performance measure Outcomes are based on the Countywide Employee Survey. The first Outcome–response rate to the Countywide Employee Survey is a measure of the percent of employees countywide who responded to the survey. This response rate is an indicator of how well the ERU is doing at communicating about the employee survey and gaining trust to encourage employees to complete the survey.

The second Outcome–percent of County employees stating that they feel like they belong at the County is a percent of all employees countywide. In 2019, the ERU partnered with the Office of Diversity and Equity to hold listening sessions to better understand what it means for County employees to feel like they belong in the workplace. These [Belonging Worksessions](#) informed the creation of a new section that was added to the Countywide Employee Survey to track indicators of Belonging as a way to understand the county’s progress in creating safety, trust, and belonging for all employees. While employees’ sense of belonging is not within the ERU’s control, this measure helps leaders and employees countywide to better understand how well employees feel like they belong at the county–important information that would not be available without the ERU’s work.

ERU Budget

The majority of the \$598K budget (\$570K) goes towards the 3 highly trained FTE that are required to provide [high quality, rigorous, stakeholder led](#) quantitative and qualitative research, evaluation, and data analyses for the county. There is \$27K budgeted for materials and supplies, which includes software (e.g., Tableau) that makes the work possible and useful for the county. There is also less than \$1K budgeted for Internal Services.

ERU Structure and Work/Projects for FY 2024



How the Evaluation and Research Unit does work and why that matters:

The Evaluation and Research Unit has been asked by County leadership to continue to use equity-centered and collaborative design practices, and to focus on performing research in ways that center the community and models research methods that embody principles of safety, trust, belonging, and inclusively leading with race. The ERU primarily does this in two ways: stakeholder engagement and using both qualitative and quantitative research methods, with examples like the Survey Advisory Group for the Countywide Employee Survey and with Research on Equity and Accommodations for Employees with Disabilities.

Why does this matter?

Using these methods, the Evaluation and Research Unit has built trust in their work from all levels of the organization. For example, in the timeline of one survey cycle (from 2015 - 2017), the ERU went from having the Employees of Color (EOC) group walk out on a survey presentation in protest to co-presenting the results of the next Countywide Employee Survey with EOC leadership. The ERU is seen as a significant partner in the County's Workforce Equity projects

and goals, their work is quoted and requested regularly by parties across the County, and their partnership is central to the success of the County's ability to have data-based conversations—and to make data-informed decisions—rather than rely on anecdotes.

Doing work in this way actively builds confidence and interest in county data and the research process so that findings are trusted and valued by stakeholders around the county. True stakeholder-led practices and qualitative research require time and capacity.

- Stakeholder engagement takes substantial time to build trusting relationships with stakeholder groups and to do work in truly collaborative ways. The time that is spent scheduling, planning for, and implementing stakeholder engagement is essential time, but it also adds to the overall timelines of a project. With the current staffing capacity, each researcher is performing stakeholder engagement alongside all aspects of work, meaning that each step takes longer than it would without this partnership.
- Qualitative research: Rich qualitative data is valued in equity-centered work because it helps to tell the nuanced stories behind the numbers. Rigorous qualitative analyses involve at least two people to code and analyze qualitative data to reduce bias and ensure that the analyses are reliable and equitable.

8. [72016 - Central HR Administration](#) - \$1.03 million - are these funds supporting HR administration vs. HR services?

DCM Response:

72016 - Central HR Administration: FY24 Proposed \$1,027,439

Central Human Resources (HR) Administration is the administrative program that oversees and supports the work units that make up the Central HR Division. The Chief Human Resources Officer strategically leads and partners with department HR units to guide consistent, equitable, efficient, and cost effective HR practices across the organization. The Central HR Division consists of several

work units each having stand-alone program offers. Includes two administrative staff as well as funding for Employee Recognition programs.

- Central HR Administration houses the Office of the Chief Human Resources Officer, including the Chief Human Resources Officer (CHRO) and two administrators, funding for employee recognition and years of service awards, as well as funds for additional contracts to support Labor Relations and other consultants.

Program Offer 72016			
		Total	Description of Expenses
	Permanent	\$313,804	2.63 FTE (.37 of CHRO paid by Risk Fund)
	Salary Related	\$123,360	Personnel costs
	Insurance Benefits	\$76,118	Personnel costs
	Professional Services	\$55,806	Contracting with consultants, attorneys, as needed
	Communications	\$491	
	Rentals	\$6,300	
	Supplies	\$19,650	Supplies including Employee Recognition and Years of Service Gifts
	Training & Non-Local Travel	\$15,000	Travel and Training
	Local Travel	\$200	Travel and Training
	Software, Subscription Computing, N	\$1,000	Cloud based subscriptions
	Dues & Subscriptions	\$4,500	Agency subscriptions/certifications
	Internal Service Telecommunications	\$5,295	
	Internal Service Data Processing	\$343,705	
	Internal Service Facilities & Property	\$42,846	
	Internal Service Enhanced Building S	\$3,460	
	Internal Service Facilities Service Rec	\$7,000	
	Internal Service Distribution	\$8,246	
	Internal Service Records	\$658	
Total Expense		\$1,027,439	

72017 - Central HR Services: FY 2024 Proposed \$3,023,174

Central Human Resources (CHR) Services provides key programming and services to support employees throughout their careers. CHR Services furthers Multnomah County’s ability to attract, train, and retain a diverse, high performing, and supported workforce by advancing best practices in workforce

equity, recruitment, onboarding, learning and professional development, leadership development, conflict resolution, performance planning and review, and career pathways.

- Program Offer 72016 - Program Offer 72017 - CHR Services is managed by the Director of Organizational Development on behalf of the CHRO. The funding in this program supports the staffing and the delivery of programs and services provided by Organizational Learning, Organizational Change, and Talent Acquisition.

Program Offer 72017		
	Total	Description of Expenses
Permanent	\$1,710,606	14 FTE
Salary Related	\$664,359	Personnel costs
Insurance Benefits	\$408,184	Personnel costs
Professional Services	\$104,203	Procurement for outside trainers for countywide learning
Communications	\$7,800	
Supplies	\$12,500	Office supplies, training supplies
Training & Non-Local Travel	\$32,555	Professional development
Local Travel	\$100	
Software, Subscription Computing, Maintenance	\$1,400	
Dues & Subscriptions	\$3,750	
Internal Service Telecommunications	\$9,929	
Internal Service Facilities & Property Management	\$62,045	
Internal Service Enhanced Building Services	\$5,743	
	\$3,023,174	

9. [72022 - Workday Support](#) - HR - Who oversees Workday? How does this fit into the overarching Workday and HR schemes? Please provide more information related to the outputs/outcomes # of resolved dept HR and user issues identified in Service Now” - How many are not identified? What is the user experience? What about a simple survey? “Percent of new functionality implemented in support of improved HR operations” - what does that mean? How do these outcomes build on or incorporate past implementation? “Efficiency” measured by “business processes initiated through employee and manager self service” - How is this efficiency? Another output is “# of learning sessions” how is this significant? Please provide a breakout of the \$2.65 million.

DCM Response:

Workday Management

The Workday Enterprise Resource Planning system sits within the Department of County Assets IT department, however the primary teams responsible for supporting the different functional areas, Finance and Human Capital Management (HCM), sit in Central Finance and Central HR. These central support teams report to the Chief Financial Officer and Chief Human Resources Office respectively and have full responsibility for configuration, testing, implementation, training, user support, and change management for the functional areas in Finance and HR.

The following includes additional information on the listed outcomes:

Servicenow tickets:

- The Workday support teams are responsible for resolving user reported issues for Workday. Tickets are submitted for a variety of reasons including but not limited to user data corrections, technical issues, or requests for new enhancements. The list of Servicenow tickets is a reflection of the total number of user tickets received by the HCM team in a single fiscal year.
 - *How many are not identified?*
 - N/A - We expect that any corrections, technical issues, or service enhancements are being submitted through ServiceNow.

- *How much angst is being experienced by users?*
 - The output of Servicenow tickets is not a reflection of angst by users but rather a reflection of the work that is being requested by users and completed by the Workday team.

The intended meaning of “Percent of new functionality implemented in support of improved HR operation,” and how these outcomes build on past implementation.

Workday releases 2 software updates per year. The Workday support teams are responsible for reviewing and prioritizing the implementation of these updates. Since going live with Workday, much of the work by both teams has been focused on stabilizing the system and new enhancements or functionality has been limited. With the system reaching stability in 2020, the Workday teams have shifted to analysis, development and implementation of release items, including addressing the backlog of past release items. The output goal reflects the % of new release enhancements or functionality to be implemented, ensuring that our ERP system is up to date to meet our complex County operations.

Why “business processes initiated through employee and manager self service” demonstrates efficiency

One of the highlights of Workday is the ability to utilize manager self service (MSS) and employee self service (ESS) for a significant number of Workday business processes (i.e. actions). Prior to Workday, any personnel action was either a manual process (paper form, webform, etc) or initiated by HR and IT. While ESS and MSS are available within Workday, several business processes (actions) are still being transitioned from HR or IT over to employees. This metric reflects the shift and overall adoption of the ESS and MSS approach, resulting in a more streamlined and efficient process for actions within Workday.

Number of Learning Sessions in Workday

The learning sessions listed are specific to training offered to HR functional users and delivered by members of the Workday team. There are currently 2 staff on the Workday team that have training responsibilities included as part of their regular HR support duties. They are responsible for providing training to over 200 HR functional users. This small team delivered 18 Learning sessions

this past fiscal year. HR Workday Training is offered in a variety of ways so we can meet the varying learning styles of all HR Staff as well as offer training needs when there is an immediate need. This past year we developed and launched a Digital On Demand HR Partner Fundamentals, a first for the County. Various Workday learning opportunities for this past fiscal year included:

- 13 batches of Digital trainings were launched from the Workday system and sent out to a total of 53 HR Staff who completed the Digital On Demand HR Partner (Self-Directed) training. After each staff completes the training, they meet with a Generalist who answers any questions before the training is marked successful.
- 2 Live Workday Recruiter and Recruiting Coordinator training sessions were held. A total of 16 HR staff attended and were trained during those sessions.
- 3 Live Time and Leave training sessions were held. A total of 12 HR staff attended and were trained during those sessions.
- HR Operation meetings are held 2x per month and offered to all HR staff. These meetings are an important part of sharing and training on new Workday configuration updates, process changes, addressing customer questions, and shared learning opportunities for HR users in all County HR departments.

What this \$2.65 million program offer funds

This program offer funds the core support team (10.00 FTE) for the Workday HCM modules. This team is responsible for the full development, configuration, testing, implementation, training change management, security approvals, and Countywide customer support for the 11 different modules in Workday HCM.

Program Offer 72022 Workday Support - Human Resources			
	Cost Object	Total	Description of Expenses
	Permanent	\$1,285,157	10.00 FTE Gen Fund
	Salary Related	\$505,941	Personnel Costs
	Insurance Benefits	\$296,276	Personnel Costs
	Professional Services	\$0	was Workday Consulting TBD
	Communications	\$7,440	Routine Telework monthly internet allowance (9) and Mobile Phone Allowance (4)
	Supplies	\$8,000	General Office Supplies, laptop, etc
	Training & Non-Local Travel	\$31,525	Workday Conferences & Other Training
	Software, Subscription Computing, Maintenance	\$1,618	Software Subscriptions
	Dues & Subscriptions	\$1,200	Professional Dues
	Internal Service Telecommunications	\$2,550	
	Internal Service Data Processing	\$114,568	
	Internal Service Facilities & Property Management	\$10,201	
	Internal Service Enhanced Building Services	\$824	
	Total Expense	\$2,265,300	

10. [Construction Diversity and Equity - 72044A](#) (\$2.17 - 1% from construction) and B \$200K - Please explain why these are separate program offers but they have the same outputs and outcomes are listed. We are in the 2nd of 5 years. It does not seem like there is consistency in OTO vs. ongoing funds.

DCM Response:

Though both requests have similar goals they do differ in a few ways. [Multnomah County Board Resolution 2018-024](#) established an ongoing CDEF funding program. Under the resolution, 1% of County construction costs for major capital improvements is allocated to CDEF at the completion of capital work. **The CDEF program funds 3 areas per resolution:**

- **Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs.** These programs are an important gateway into the trades. CDEF supports their recruitment of women and minorities.
- **Support and retention services for women and minority apprentices.** This recognizes that every individual has different barriers that may

disrupt their employment. Employers and unions refer apprentices to one of the County's three contractors who provide the services. Providing tools, safety equipment, or various support services helps ensure success on the job. Contractors provide qualitative feedback from the apprentices to gauge program impacts.

- **Technical help, mentoring and training for State certified minority-owned, women-owned, service-disabled- veteran-owned businesses, and emerging small businesses.** Within that group, we emphasize serving construction-related professional services or contracting businesses. Certified firms apply online for support. We match them with one of four contractors to provide the help. Both contractors and certified firms provide feedback on the success of the engagement. This feedback is provided through monthly online surveys from both of these groups.

These 3 areas support women and minority individuals to gain employment in construction trades and help regional businesses be successful.

The **Regional Construction Workforce Diversity Funder Collaborative** is a regional effort to make the construction workforce more diverse but it is NOT on-going. This is a 5 year commitment that began in FY 2023. The regional collaborative includes City of Portland, Washington County, Clackamas County, Metro, TriMet, Prosper Portland, State Bureau of Labor and Industries, and Portland Community College. The collaborative has formal voting procedures, bylaws, and annual work plan. CDEF funding is restricted to the three areas outlined above, the collaborative can invest more broadly as applicable.

11. [72046 - Workday Support - Finance](#) - “Workday is designed to be supported by business operational staff in Central Finance” - Output: # of customer tickets processed; Outcome: # of features in mandated twice yearly updates successfully configured - 95%; output: # of student hours of learning support provided - how many students? Who are the students? Outcome: “% of finance user survey respondents satisfied with support provided” as a percentage of what? Please describe what comprises the investment of \$1.3 million. Please provide further information.

DCM Response:

Workday Finance Support does broad level support of the system and finance users across the organization. The unit supports the following Workday modules Workday Allocations, Banking and Settlement, Business Assets, Customer Accounts (Accounts Receivable), Facilities Tasks, Finance Data Model, Financial Accounting, Grants Management, Inventory, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

Below is list of unit Responsibilities (example):

- Analyze, design, build, test, and configure all changes made to the existing system, including features from mandatory, twice-yearly Workday system updates.
- Maintain ERP’s foundational finance data model.
- Maintain system business processes and security approach to establish internal controls over finance transaction process.
- Create new custom reports and maintain existing custom reports.
- Meet regularly with finance stakeholder groups to create transparency and stakeholder involvement in decision making about which configuration projects will best meet the County’s business needs.
- Provide operational and learning support to County finance users that creates a culture where people feel safe asking questions and trust they will receive quick and accurate assistance.
- Finance model maintenance and troubleshooting
- General Workday user support

We previously provided a broader level list of key performance indicators in an earlier response to a budget-related question, though the program offer provided a few, specifically: number of tickets processed, percentage of Workday updates processed, student learning hours, and percentage of finance users satisfied with support. See below for description of performance indicators.

- **Number of Tickets Processed:** this includes tickets open to address system troubleshooting, security requests, configuration changes, master data creation, report creation, etc. Tickets are opened by finance users across the County. Effective processing of tickets ensures finance users can use the system effectively and efficiently.
- **Workday Updates Analyzed and Figured:** Workday pushes twice a year system upgrades. The ability to analyze and adopt new functionality helps us maximize system functionality.
- **Student hours of Learning Support:** We provide finance users “students” across the County with system training (e.g. grant module training, reporting training, etc.). Continued learning for active and new employees is essential to effective financial management.
- **Finance Users Surveyed:** we routinely survey finance users across the County on the quality and capacity of our support model. The survey is made available to all users, this percentage is reflective of those who responded to survey questions.

12. [72053 - Workday Support](#) - Review and Recommend - Approved last year, never implemented. What happened to the money from last year? How was it deployed? It was identified as a year 2 request to continue the work, but the program offer says that it was approved last year but never implemented. Please clarify what this money will be used for specifically.

DCM Response

FY 2023 Workday Support and Recommend Program Offer

- This program officer for FY 2024 is substantially the same as the request from FY 2023 but is not technically “carryover.” Minimal funds from the FY 2023 program offer were used to purchase a Workday testing tenant and Workday development support hours in preparation for the project, however, no substantive work was completed. Phase 1 of the Review & Recommend (R&R) Payroll, Absence and Time Tracking (PATT) project was originally scheduled for completion on June 30, 2023, however due to significant setbacks the project was delayed. Key setbacks include the following:
 - Failed recruitments: The positions identified in the FY23 program offer were posted for recruitment multiple times, with the most recent posting open for several months. The total applicant pool only resulted in 5 applications with no candidates meeting the minimum qualifications of the positions.
 - Loss of experienced staff: The Workday team was impacted by several major staffing changes. Two key staff members left the County creating vacancies that were not expected during the initial project planning. Additionally, key members of the Workday team and the R&R project left their roles for new roles within the County (HR Workday Team Manager and Workday Payroll Administrator.)
 - Competing priorities: The Implementation of six new collective bargaining agreements that required complex configuration of new contract provisions. Over 80% of County employees were impacted by these changes. The work of the designing, testing and implementing new contract rules and

provisions began in September of 2022 and was completed in March of 2023.

Where does this actually sit?

- This program offer sits within Central HR. The Review and Recommend project funds the resources needed to do a redesign of three core functions within Workday HCM (time tracking, absence, and payroll).

FY 2024 Workday Review and Recommend Project Overview

- The Review and Recommend (R&R) project will result in the implementation of three major enhancements to the Workday time tracking, absence and payroll modules. These modules were evaluated and analyzed by a core team of County subject matter experts and Workday developers to identify areas for optimization, including configuration, user experience, and availability of new features and functions. These enhancements are expected to result in substantial improvements to payroll and time tracking, improving the employee and manager experience, significantly reducing the time and labor required to process payroll, and the risks related to potential payroll and grant accounting inaccuracies.

How the funds will be used

- The funds allocated to this project will fund additional staff and resources to ensure the project is implemented and completed within the fiscal year. A project of this significance requires complex configuration and thorough testing, including running parallel payrolls to ensure accuracy of new configuration, prior to implementing changes in our production systems. Staff and resources needed to complete the project include:
 - R&R Project Manager
 - Dedicated Workday Payroll Administrator
 - Dedicated Workday Time tracking and Absence Administrator
 - HR Analyst Senior - Testing Lead
 - Dedicated development tenant
 - Workday Consultant hours (200 hours for the fiscal year)

Program Offer 72053			
		Total	Description of Expenses
60170	Professional Services	\$1,000,000	Estimated project costs for Workday Review & Recommend
Total Expense		\$1,000,000	

Please see the attached [Review and Recommend Project Scope and Timeline](#).

**Workday Payroll, Absence and Time Tracking (PATT)
Review and Recommend Project**
REVISED Project Plan
Fiscal Year 2022–2023 & Fiscal Year 2023–2024

OVERVIEW

Multnomah County completed a Review and Recommend (R&R) evaluation with Workday, focusing on Payroll, Absence and Time Tracking (PATT). The evaluation identified key areas for improvement, with a goal of reducing manual workarounds and increasing efficiency for key stakeholders, as well as improving time tracking and payroll accuracy. These improvements are expected to reduce the risks associated with audit findings, grievances, litigation and arbitration, and result in a better user experience.

The R&R final summary report identified [77 recommended configuration projects](#). The HR Workday team, in coordination with the Workday Finance team, reviewed and prioritized all 77 projects based on impact, effort level and alignment with best practices. The initial effort prioritization estimated that it would take more than five years to implement all 77 recommendations.

Phase 1 of the project was scheduled for fiscal year 2022–2023 (July 1, 2022, through June 30, 2023). This work was significantly delayed for a number of reasons, including staffing shortages on the HR Workday team and the implementation of seven collective bargaining agreements from November 2022 to February 2023. This contract implementation work required the entire HR Workday team, including staff who were supposed to be dedicated to the R&R PATT project.

This document outlines the PATT project team’s work to date, as well as a revised plan for the remainder of fiscal year 2022–2023 and all of fiscal year 2023–2024.

COMPLETED

The following items from the R&R evaluation have been completed and are currently in production.

FLSA Calculations for DSA and MCCDA: When the FLSA week crosses two pay periods, an automatic adjustment was created that was not in line with the unique FLSA calculation required by the MCCDA and DSA unions. This has been corrected.

Metro Housing and Preschool for All Tax Withholding: We created a process for automatic withholding for staff earning more than \$200,000 per year (based on the amount above \$200,000, divided by 24), and a process for opting in and opting out of this withholding.

FLSA Week from Pay Results: We added retroactive results to the report “MCR - Pay Calculation

Results - Earning Register - with union and FLSA calendar.”

Union Membership and Dues/No Dues: Previously, “Fair Share” status was not triggering the collection of union dues; this has been corrected.

Bring Forward Retro Difference: We have updated the pay component related calculations (PCRCs) to include the “Bring Forward Retro Difference” setting. This ensures that only retro differences are forwarded to the target pay result, rather than the entire new amount, which can cause incorrect retro calculations.

Research Configuration for Salary Redesign: In addition to the projects already completed, we have begun research to develop the configuration needed for the Salary Redesign project, now scheduled for fiscal year 2023–2024.

REVISED SCOPE: FY 2022-2023

The following items are on track to be completed by June 30, 2023.

Time Tracking & Absence:

Exclude Exempt Employees from Time Calculations: When a regular represented employee works out of class in a non-represented (exempt) position, their time should not calculate overtime and double time. Currently, Workday is calculating overtime and double time for these employees. We need to identify time calculations that should not calculate for exempt employees and add a condition to exclude employees in exempt positions.

Time Approval Settings Optimization: The “Review Time” task allows managers and delegates to view a weekly consolidated summary of their team's time on a single page. Time can be approved from the summary page for one or more workers at a time. This task can be customized with all applicable time calculation tags as well as additional data beneficial to a manager in approving and managing their team's time. Workday recommended that we review all configured time calculation tags to ensure the list is complete, and consider adding warning indicators and a count of incomplete entries.

Work Schedule Calendar Eligibilities: We have different FLSA weeks based on department and union, so in some cases we have multiple versions of the same schedule (e.g., “40 MF 800-1700 1”). Because all schedules are visible to all users, we need an option to restrict the schedules based on eligibility. (For example, the schedule “40 M-F 800-1630 .5 (S-S)” should be visible only to employees in the Library.) This will solve the problem of employees being assigned the wrong schedules, which in some cases results in over/under payments. (The configuration we have identified as the best way to address this issue will be an improvement, though not a complete fix.)

PTO Payout – Comp Time for DSA/MCCDA: Comp Time Off plans have hours limits (for example, in some cases, the maximum number of hours allowed is 80). When an employee reaches that maximum, any Comp Time Off hours that put their accruals above the limit should be paid out automatically.

REVISED Project Plan: Fiscal Year 2022–2023 & Fiscal Year 2023–2024 2

Currently, the payout does not happen automatically, and departments have to run a report to identify

Comp Time Off hours forfeited each pay period.

Prorate Vacation Accrual When an Employee is Not on Leave and Uses Unpaid Time Off: For any pay period in which an employee uses Unpaid Time Off but is not in leave status, vacation accruals need to be prorated based on the unpaid hours. Currently, this is not happening automatically.

Payroll

Earning Optimizations: We will remove worker-based prorations to mitigate risk, per the R&R study.

Removal: Earnings that need proration in the event of a worker based leave: We will remove proration of earnings during a worker-based leave. This affects nearly 60 individual earning types.

Payroll Dashboards: The following dashboards will be enabled and configured for payroll reporting:

- Payroll Year-End Dashboard
- Pay Cycle Command Center Dashboard
- Payroll Register and Payroll Register by Period Configurations
- Payroll Compliance Updates Dashboard

PROPOSED SCOPE: FY23-24

The project team proposes a focus on three major enhancements to be implemented by June 30, 2024:

Multiple Jobs

Many employees work in job profiles (classifications) other than their home profile on an ad hoc basis. This typically means they are entitled to a different rate of pay for the hours worked in the “out of class” assignment. In our current process, the employee codes time as Work Out of Class in time entry, but the hours coded as Work Out of Class do not automatically pass to payroll. We have to run a report at the end of every pay period to pick up hours entered as Work Out of Class (or Alt Job Worked for the Library), transfer the data to a Google Sheet, then have Department HR enter the correct rates. We then have to load those hours/rates to pay input via EIB. This includes WOC rates, overtime rates, paid time off, and costing allocations. This manual process is extremely labor intensive and involves approximately 1,500 to 2,000 lines of data that must be validated and uploaded every pay period. In addition, the process is vulnerable to human error at every step. While this is true for every pay period, the burden is escalated significantly when pay is changed retroactively (e.g., during contract or market adjustment implementations). We believe enabling Workday’s “Multiple Jobs” feature could be a solution.

Salary Redesign

The way we pay salaried employees creates a number of issues we believe we can address through this project, which involves a number of related configurations:

Salary Hours & Time Worked versus Time Costed Leading to Overcharging Grants: We currently have a semi-monthly pay frequency with 80, 88 or 96 hour per pay cycle. Salaried employees are paid 1/24th of their annual salary regardless of the number of hours in a pay period. This creates a number of issues that put the county at risk. The most significant issues involve the need for manual salary adjustments for employees who use PTO for the entire period, and the fact that time worked often does not match time costed, leading to the overcharging of grants. Finance has identified this as a significant risk for the county.

Review Retro Strategy: As a part of our rules, negative retro cannot be processed until an employee has agreed to have their paycheck docked. We currently have a process where we suspend negative retro until the employee agrees to have their pay docked. Suspending retro is labor intensive, because the NRPPT (“no retro processing prior to”) date updates to the current period and, from that point forward, any retro for the employee has to be manually calculated. This creates a lot of manual work because we often need to process retroactive pay dating back several months or even a year or more.

Payroll Earning/Expense Posting Rules: The account posting rules for Payroll Earnings and Payroll Expense currently use the Position Worker Type. We thought this came from the position, but it turns out it comes from the worker (employee type). As a result, payroll costs for employees are posting incorrectly to permanent rather than temporary ledger accounts. We will develop a workaround so these costs will be posted correctly.

Telework Reporting for Salary Workers: Salaried employees sometimes enter time worked so it can be charged outside their default cost center. It causes a compliance issue if they record more worked time than the 86.67 standard scheduled hours. At the same time, some of our labor contracts require that we have the ability to report on actual time worked. There is a workaround in place, but it requires employees to enter the "Hours Only" time code for time worked in excess of the time costed (86.67 hours per pay period), and employees often forget. We will research and identify a better solution.

Deduction Optimizations: We have a number of issues with deductions that would benefit from enhancements.

- Deduction priorities currently missing:
 - Campaign Contribution
 - Non-Profit Social Justice Donation MCPAA
 - Union Dues 88-5 Dentists
 - Union Dues Adjustments AFSCME
 - Union Dues Reimbursement

- Deductions that need a percent as well as an amount option:
 - 457b Deferred Comp Pre-Tax
 - 457b Deferred Comp Pre-Tax CU
 - 457b Deferred Comp Post Tax
 - 457b Deferred Comp Post Tax CU

- Deductions that needs a 'Not Previously Paid in Period' condition with percent-based calculations:
 - EE PERS IAP After Tax .75%
 - EE PERS IAP After Tax 2.5%
 - ER OPSRP Pickup 6% Unifor
 - ER OPSRP Pickup 6% Non-Uniform
 - ER PERS Pickup 6% Non-Uniform
 - ER PERS Pickup 6% Uniform
 - Den Kaiser Pre-Tax (possibly)

Self-Service BPs and Options: We have identified a need for employee self-service options for voluntary deductions, flexible payments and deductions.

Time Tracking Calculations

The third major project we propose for fiscal year 2023-2024 involves the following enhancements to our time tracking calculations:

PTO and Time Entry Worktag Sub Period Over/Understating Allowance Premium Hours:

Allowances should be paid on the same number of hours as the worked hours as defined by the worked hours pay component group. When there are worktag hours and time off in the same FLSA week, the allowance hours do not match hours worked.

Mid-Week Eligibility Changes in Time Tracking: Some changes to employee data, for example shift indicators, impact time tracking eligibility. The change in time tracking eligibility should take place on the same day as the data change. Additionally, at times we use an effective date within a time tracking eligibility rule when we need to update a time calculation for a group on a specific date. Currently, mid-week changes in time tracking eligibility impact the entire work week. For example, if an employee changes to graveyard shift mid-week, all hours in the week will be calculated as graveyard shift when only the hours on and after the effective date of the graveyard shift should be calculated this way. There is a similar issue with time tracking eligibility rules with mid-week effective dates.

Allowance Additions and Removals: Allowance additions and removals need to have a subperiod proration, even when they are added or removed mid-subperiod. Currently, allowance removals and additions only pay through the end of a subperiod if the beginning and end date align with the beginning and end date of the current subperiod, and a pay input adjustment is required during payroll audit for mid-subperiod removals and additions.

We believe these three major projects will result in substantial improvements to payroll and time tracking, significantly reducing the time and labor required to process payroll and the risks related to potential payroll and grant accounting inaccuracies.



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Supporting Documents

- [\(DRAFT\) Configuration and Team Testing Work Plan and Schedule](#)
 - [\(DRAFT\) Timeline Gantt Chart for FY23 and FY24](#)
 - [Original Review and Recommend Action Items List](#)
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