

# Memorandum



CITY OF DALLAS

DATE June 14, 2018

Honorable Members of the Government Performance & Financial Management  
Committee: Jennifer S. Gates (Chair), Scott Griggs (Vice Chair), Sandy Greyson,  
TO Lee M. Kleinman, Philip T. Kingston, Tennell Atkins, Kevin Felder

SUBJECT **Human Capital Management System Implementation**

In February 2018, Council approved a \$20 million multi-year contract to fully upgrade and integrate our Human Capital Management System (HCMS) and processes into a common platform, Workday. City staff and the vendor have initiated detailed project planning, identified and assigned implementation team members, begun training implementation team members, and established an Executive Steering Committee.

I am proud to serve as Chair of the Executive Steering Committee for this exciting and transformative project. Over the next 13 months, project staff will reengineer and unify the City's payroll, time-tracking, compensation, benefits, recruiting, on-boarding, and talent management processes. The new HCMS will also provide enhanced system reliability and security, paperless processes, improved reporting, and internal controls. We are particularly pleased it will offer employee self-service options that will be available on mobile devices. Recognizing that this will be a significant change for the City, we are developing a formal organizational change management strategy and program that will provide awareness, education, and frequent communication to all employees.

For the remainder of June, the project team will conduct outreach to departmental leadership, culminating with a kick-off session on June 25. Our initial focus will be on analyzing Workday's capabilities, defining how we intend to configure the system, and finalizing detailed project plans including change management plans. We expect to begin actual configuration and prototyping of the new system in October, and preliminary testing of the system in January, with subsequent customer acceptance testing. This activity is a prerequisite for beginning a cycle of parallel payroll processing of the Workday system with our current system. Upon successful parallel processing and testing, we will go live with Workday and retire the Lawson system.

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There will be two additional phases of the project. Phase II is preliminarily scheduled for September 2019 through February 2020, and will address advanced compensation, which refers to configuring the processes to award merit-based and one-time compensation adjustments, and defining how the merit process ties to employee performance plans. Phase III is preliminarily scheduled for October 2019 through May 2020, and will involve installing a new Learning Management System and a 24-hour time tracking capability.

We will monitor this project carefully and keep you informed of our implementation progress. Please let me know if you need additional information.

  
M. Elizabeth Reich  
Chief Financial Officer

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Billieae Johnson, City Secretary  
Daniel F. Solis, Administrative Judge  
Kimberly Bizer Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jo M. (Jody) Puckett, Assistant City Manager (Interim)  
Nadia Chandler Hardy, Chief of Community Services  
Raquel Favela, Chief of Economic Development & Neighborhood Services  
Theresa O'Donnell, Chief of Resilience  
Directors and Assistant Directors