

ANOKA COUNTY

**MANAGEMENT COMMITTEE AGENDA  
and Meeting of the Anoka County Board of Commissioners\*\***

Commissioners West (Chair), Braastad, Reinert, and Schulte

FOR THE FEBRUARY 8, 2022, MEETING

8:45 A.M.

County Board Room #705 - Government Center

1. Public Comment: Public comments are welcome at this time. In consideration of others wishing to speak, please limit comments to 2 minutes. Questions directed to the committee will not be answered immediately; however, whenever possible, all appropriate questions will be responded to in a timely and effective manner by county staff.
2. Consider recommending the county board approve an amendment to Contract #C0008463 with Collaborative Solutions related to the purchase of a comprehensive Human Resources Management System (HRMS) and its successful implementation in the amount not to exceed \$975,000. **See attached** action item worksheet.

**If approved by the Management Committee, this item may move directly to the county board for approval on February 8, 2022.**

*\*\* Actions taken by this Committee do not bind the County Board. In addition to the County Commissioners appointed to this committee, additional County Commissioners may attend. Non-committee Commissioners may choose to participate in the discussions and/or ask questions, but they will **not** vote on any item, nor will they agree to take a specific action on business conducted by the committee. If their attendance and limited participation in the committee meeting is considered a meeting of the County Board, this shall serve as notice of a County Board meeting. This shall also serve as notice of a County Board Meeting for any committee comprised of four or more members of the board.*



# ANOKA COUNTY MANAGEMENT COMMITTEE

## ACTION ITEM

February 8, 2022

Human Resources Department

<b>ACTION REQUESTED</b>	Request the Management Committee recommend the County Board approve an amendment to Contract #C0008463 with Collaborative Solutions in the amount not to exceed \$975,000.
<b>BACKGROUND</b>	<p>On March 23, 2021, the County Board approved the initial contract with Collaborative Solutions for the implementation of the Workday Human Resource Management System - HRMS. The initial schedule for this system included an estimated go-live date near the end of 2021.</p> <p>In December 2021, staff were confronted with a scenario that created an untenable risk around the integrity of payroll execution, due in large part because of challenges faced to configure the system to meet Anoka County business process requirements. Continuing in this fashion ultimately would have required significant manual workarounds outside the new Workday system, introducing significant efficiency and data integrity/security risks.</p> <p>County leadership evaluated the situation and determined it was in the best interest of the county to delay the initial go-live timeframe to allow for additional configuration, multiple rounds of full-cycle payroll testing, and development of better business process solutions within the Workday system that mitigates data integrity/security risks.</p> <p>A thorough review of the remaining work has been completed by the county and Collaborative Solutions. This review has identified additional functionality that should be brought into the system now to create efficiencies, reduce manual processes, and mitigate risks. Further, it has been concluded that it is most efficient to do this interrelated work simultaneously for go-live, as it ultimately will save the county time, personnel resource investments, and additional financial investments in the future.</p>
<b>SOLUTIONS</b>	<p>Significant change management is required to successfully modernize our processes and bring them together, for the first time in the county's history, into a single electronic personnel data system. This effort is far-reaching, and it is extensive.</p> <p>Extending the go-live date to fall of 2022 ensures the county can further mitigate data security risks by bringing more components into the system itself versus continuing to handle some components manually outside the system. In addition, the new go-live timeframe provides the necessary time and resources required to perform multiple full-cycle testing rounds to ensure the county's ability to manage personnel data throughout the employee life cycle, including accurate execution of payroll for nearly 2,000 employees each pay period. This mitigates risk and ensures the most efficient and effective use of countywide personnel resources.</p>

	<p>The recommended contract amendment includes addition of the following components for go-live:</p> <ul style="list-style-type: none"> <li>• <b>Benefits/Open Enrollment</b> – Electronic administration of annual open enrollment and new hire/life event benefit elections.</li> <li>• <b>Payroll</b> – Automation of tax filing services/integration via an external vendor within Workday; and full-cycle testing/configuration of the system to accurately automate payroll execution.</li> <li>• <b>Position Classification Framework</b> – Integration of a Hay-replacement job classification framework, new position descriptions for every position within the county, and an updated workflow for annual performance-based merit adjustments within Workday.</li> <li>• <b>Background Checks</b> – Integration of a background check process within Workday as part of the hiring process.</li> <li>• <b>Time Tracking</b> – Configuration within Workday to support payroll automation for all union contract components and standardization.</li> <li>• <b>Training</b> – Integration of a robust electronic learning system, with an ability for county content creation, particularly for consistent countywide required learning courses. Automation of an electronic onboarding/training process and enhanced employee and manager training/learning opportunities through a library of thousands of regularly updated offerings.</li> <li>• <b>Talent Acquisition</b> – Development of a refined candidate selection process and introduction of an electronic candidate self-scheduling workflow.</li> <li>• <b>Leaves of Absence Management</b> – Integration of an electronic leaves of absence case management system that meets legal requirements and allows for more efficient case management practices.</li> </ul> <p>The extension of the go-live timeline and additional financial investment allows Anoka County to best implement Workday leveraging technology versus continuing to depend on manually driven processes currently in use today.</p> <p>In addition, the extension of the timeline also affords opportunities to:</p> <ul style="list-style-type: none"> <li>○ increase staff training hours to better prepare/support the new system;</li> <li>○ run multiple test cycles for critical areas such as personnel data management and payroll processing; and,</li> <li>○ verify the efficacy of all integrations between Workday and other Anoka County systems.</li> </ul> <p>This approach ensures that we will be able to both implement a comprehensive Human Resources Management System and have time for proper staff training and process management for a successful go-live launch, and well into the future.</p> <p>Funding for the contract amendment is planned to be handled through an allocation during Finance’s 2021 year-end, carry-forward and core reserve adjustment planned for the March/ April timeframe, which is a standard annual process.</p>
<p>RECOMMENDATIONS</p>	<p>Request the Management Committee recommend to the County Board approval of an amendment to Contract #C0008463 with Collaborative Solutions related to the purchase of a comprehensive Human Resources Management System (HRMS) and its successful implementation, in the amount not to exceed \$975,000.</p> <p>If this request is approved by the Management Committee, this item may move directly to the county board for contract approval on February 8, 2022.</p>