

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 17, 2013

Item 1, Report No. 9, of the Finance and Administration Committee, which was adopted without amendment by the Council of the City of Vaughan on September 17, 2013.

1

RE-PURPOSING OF FUNDS FOR CAPITAL PROJECT, HR-2516-12 JDEWARDS POSITION CONTROL

The Finance and Administration Committee recommends approval of the recommendation contained in the following report of the Commissioner of Strategic & Corporate Services, dated September 9, 2013:

Recommendation

The Commissioner of Strategic & Corporate Services in consultation with the Director of Human Resources recommends:

- 1) That the \$70,000 available in Capital Project, HR-2516-12 JDEwards Position Control Module be re-purposed to:
 - a) Complete the data integration project with our Benefit Provider (Great West Life); and
 - b) Perform an initial analysis to obtain an E-Recruit tool.

Contribution to Sustainability

This project will allow the City of Vaughan to become more technologically based and less paper based thereby enhancing environmental sustainability.

Economic Impact

As the funding for this work is sourced from an existing approved budget, no further economic impact is anticipated. If the re-purposing of these funds is not approved for 2013, the request will be submitted for a new 2014 capital budget project.

Communications Plan

All key stakeholders have been made aware of this proposed change.

Purpose

The purpose of this report is to request Council's approval to re-purpose the funds allocated as part of the HR Capital Budget, HR-2516-12 JDEwards Position Control so that staff can utilize the funds with other emerging capital projects that will be of higher value to the Corporation as a means of strengthening our talent / skills management, retention and acquisition to ensure the Corporation is in the best position for success as it continues to grow, evolve and change.

Background - Analysis and Options

The funds for the JDE Position Control Module were initially requested to assist the Corporation in tracking positions that are approved for budgeting periods by defining the budget cost for each position.

While this is an important project, it has not moved forward due to a number of other emerging priorities. As a result, the JDE Position Control would not be scheduled to begin until the first quarter of 2014 at the earliest.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 17, 2013

Item 1, Finance Report No. 9 – Page 2

In addition, the Director of Human Resources has re-evaluated the prioritization of capital projects and in consultation with his staff, determined that E-Recruit and benefits data integration are of more immediate value than Position Control.

Staff recommends that this re-purposing of funds be approved immediately so the funds can be utilized as follows:

- a. Staff can proceed with the Integration of JDEdwards and our Benefit Provider (GreatWest Life) which will allow all benefits data to be entered and managed in JDEdwards thus allowing file transfer submission to take place electronically on a pre-determined schedule. It will also eliminate the duplication of data entry and result in a more efficient and accurate process. This efficiency will result in staff reallocating time to other core business functions.
- b. The remaining funds would be utilized for an initial analysis of an E-Recruit tool to automate our recruiting and hiring processes. The analysis would include options for us to obtain a system that would strengthen employer brand and attract top talent using the most cost effective sources at the click of a button. It would enable the Corporation to quickly identify and recruit the best candidates ahead of our competitors. It would reduce the time required to review resumes by conducting an initial pre-screening. This is a big efficiency for HR staff and our clients. It will assist in increasing the volume of direct hires and reduce agency and advertising spending through proactive recruitment of quality candidates from our Talent Database. Finally, it would enable the Corporation to easily identify and eradicate process inefficiencies to attain best practice recruitment methods and demonstrate compliance with current legislation.

The risk of foregoing the implementation of the JDE Position Control module is low as the Corporation is currently tracking all vacancies and while JDE Position Control is an important component of our JDE system our objective is to defer implementation of this solution until 2017. Staff will submit a new Capital Budget request for Position Control in 2016 for 2017.

Relationship to Vaughan Vision 2020/Strategic Plan

This report supports the Vaughan Vision 2020 initiative of enhancing productivity, cost effectiveness and innovation and is consistent with the priorities previously set by Council. The necessary resources have been allocated and approved.

Regional Implications

There are no regional implications as a result of this report.

Conclusion

Staff has determined that the \$70,000 available in the Capital Project HR-2516-12 JDEdwards Position Control can provide more value to the Corporation by being re-purposed to complete the Integration of JDEdwards with our Benefit Provider (GreatWest Life) and to perform an initial analysis to obtain an E-Recruit tool.

Attachments

Attachment 1 HR/GWL Integration Analysis

Report prepared by:

Demetre Rigakos, Director of Human Resources, ext. 8297

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

FINANCE & ADMINISTRATION COMMITTEE - SEPTEMBER 9, 2013

RE-PURPOSING OF FUNDS FOR CAPITAL PROJECT, HR-2516-12 JDEWARDS POSITION CONTROL

Recommendation

The Commissioner of Strategic & Corporate Services in consultation with the Director of Human Resources recommends:

- 1) That the \$70,000 available in Capital Project, HR-2516-12 JDEwards Position Control Module be re-purposed to:
 - a) Complete the data integration project with our Benefit Provider (Great West Life); and
 - b) Perform an initial analysis to obtain an E-Recruit tool.

Contribution to Sustainability

This project will allow the City of Vaughan to become more technologically based and less paper based thereby enhancing environmental sustainability.

Economic Impact

As the funding for this work is sourced from an existing approved budget, no further economic impact is anticipated. If the re-purposing of these funds is not approved for 2013, the request will be submitted for a new 2014 capital budget project.

Communications Plan

All key stakeholders have been made aware of this proposed change.

Purpose

The purpose of this report is to request Council's approval to re-purpose the funds allocated as part of the HR Capital Budget, HR-2516-12 JDEwards Position Control so that staff can utilize the funds with other emerging capital projects that will be of higher value to the Corporation as a means of strengthening our talent / skills management, retention and acquisition to ensure the Corporation is in the best position for success as it continues to grow, evolve and change.

Background - Analysis and Options

The funds for the JDE Position Control Module were initially requested to assist the Corporation in tracking positions that are approved for budgeting periods by defining the budget cost for each position.

While this is an important project, it has not moved forward due to a number of other emerging priorities. As a result, the JDE Position Control would not be scheduled to begin until the first quarter of 2014 at the earliest.

In addition, the Director of Human Resources has re-evaluated the prioritization of capital projects and in consultation with his staff, determined that E-Recruit and benefits data integration are of more immediate value than Position Control.

Staff recommends that this re-purposing of funds be approved immediately so the funds can be utilized as follows:

- a. Staff can proceed with the Integration of JDEdwards and our Benefit Provider (GreatWest Life) which will allow all benefits data to be entered and managed in JDEdwards thus allowing file transfer submission to take place electronically on a pre-determined schedule. It will also eliminate the duplication of data entry and result in a more efficient and accurate process. This efficiency will result in staff reallocating time to other core business functions.
- b. The remaining funds would be utilized for an initial analysis of an E-Recruit tool to automate our recruiting and hiring processes. The analysis would include options for us to obtain a system that would strengthen employer brand and attract top talent using the most cost effective sources at the click of a button. It would enable the Corporation to quickly identify and recruit the best candidates ahead of our competitors. It would reduce the time required to review resumes by conducting an initial pre-screening. This is a big efficiency for HR staff and our clients. It will assist in increasing the volume of direct hires and reduce agency and advertising spending through proactive recruitment of quality candidates from our Talent Database. Finally, it would enable the Corporation to easily identify and eradicate process inefficiencies to attain best practice recruitment methods and demonstrate compliance with current legislation.

The risk of foregoing the implementation of the JDE Position Control module is low as the Corporation is currently tracking all vacancies and while JDE Position Control is an important component of our JDE system our objective is to defer implementation of this solution until 2017. Staff will submit a new Capital Budget request for Position Control in 2016 for 2017.

Relationship to Vaughan Vision 2020/Strategic Plan

This report supports the Vaughan Vision 2020 initiative of enhancing productivity, cost effectiveness and innovation and is consistent with the priorities previously set by Council. The necessary resources have been allocated and approved.

Regional Implications

There are no regional implications as a result of this report.

Conclusion

Staff has determined that the \$70,000 available in the Capital Project HR-2516-12 JDEdwards Position Control can provide more value to the Corporation by being re-purposed to complete the Integration of JDEdwards with our Benefit Provider (GreatWest Life) and to perform an initial analysis to obtain an E-Recruit tool.

Attachments

Attachment 1 HR/GWL Integration Analysis

Report prepared by:

Demetre Rigakos, Director of Human Resources, ext. 8297

Respectfully submitted,

Demetre Rigakos
Director of Human Resources

Joseph Pittari
Commissioner of Strategic & Corporate Services



Integration of JDEdwards and Benefit Provider (GWL)

Study

Analysis

The Human Resources (HR) department has been exploring opportunities to better manage corporate expectations and services delivered by the department with their current staff.

The HR department requested a review of options to integrate and upload information from the JDEdwards (JDE) system to the benefit carrier Great West Life (GWL), and eliminate duplication of data entry.

An Integration of JDEdwards (JDE) and Benefit Provider (GWL) business case was developed in 2012 with both the HR and ITM departments. The HR department's management team selected **Option 2: GWL Electronic Updates using a Master or Transaction File** from the business analysis findings.

Option 2 required the following review to be complete:

1. Determine any associated costs
2. Obtain JDE HR/Benefit module expertise to ensure the proper JDE fields are utilized to capture the information required
3. Determine the frequency of the file transfer submission schedule with GWL
4. Ensure the required security measures are in place for the file transfer process for both the City of Vaughan and GWL
5. Determine which product (ReportsNow or JDE Custom Report) will be used to develop the GWL Master file
6. Define Contingency Plan
7. Process map the GWL Administrator's current role
8. Identify roles and responsibilities for both the HR department and GWL along with documenting the new processes

This document illustrates the findings from items 1, 2 and 3 above.



Findings

1. Cost

The ITM and HR departments engaged MidRange to determine a cost baseline for this initiative.

MidRange provided the following cost for the services required:

Task	Description	Estimated Cost	Actual Cost
Phase 1: Spec Review	Assist with the Review/Guidance of the Benefit Fields	\$ 2,975.00 (17 hrs)	\$2,768.50
Phase 2: Develop	Develop Tools and GWL Transition File	\$22,000.00 (130 hrs)	
	Develop solution to load employee benefits	\$ 4,500.00	
	Load Employee Benefits	\$ 2,400.00	
	*Solution to load dependents	\$ 2,500.00	
	Loading Dependents	\$ 2,400.00	
	Develop GWL Data File	\$ 6,000.00	
	Support/Training	\$ 4,200.00	

2. JDE HR/Benefit Module Integration

The Spec Review was completed in conjunction with the MidRange HR/Benefit module consultant, HR and ITM departments.

The following steps were completed:

1. Reviewed GWL's Technical Specifications document for Client Import Electronic Enrollment
2. Reviewed the Data Mapping exercise completed by HR and ITM departments with Consultant
3. Consultant reviewed and complete high-level training for the JDE Benefit Module with HR and ITM departments
4. Requested and obtained sample data from GWL, such as: Dependent information, Terminated Employee information and Retired Employee information with reduced benefits from GWL
5. Reviewed of sample data provided by GWL and possible integration with JDE
6. Vendor documented findings
7. Reviewed vendor documentation and finalized analysis
8. Consultant provided a demonstration of the JDE setup and data fields samples
9. Vendor documented processes and procedures for next phase



The Consultant completed the documentation required to proceed to Phase 2. See attached: *Load Benefits and Develop Great West Life File and Solution Document-Importing Dependants*.

The Dependent extract information will be used to import the data into JDE, this will eliminate the need to manually enter the information - this would be a onetime import.

Loading the employee benefits will be completed on a coordinated date once the data file is accepted by GWL. At this point the HR Specialist will no longer enter data into GWL except for terminations packages and exceptions. All benefits data will be entered and managed within JDE.

3. File Transfer Submission Frequency

The file transfer submission frequency needs to be determined by HR's business need. The import file will be uploaded to a secure File Transfer Protocol (FTP) site on a pre-determined schedule. Possible options can be: daily, weekly, bi-weekly, specific days of the week or manually. Further discussion with HR and GWL need to be scheduled.

4. Security

Security access will have to be setup and a test of the transmission file must be completed before sending a production file containing real data.

The transfer method uses a secure FTP tool "MOVEit" this is where the clients upload the file within a secure centralized location.

A security assessment must be completed by the ITM Security Officer prior to commencing Phase 2.

5. Report

During the analysis it was concluded that GWL Electronic File will be created in JDE using a report design aid, this will be a JDE custom report with built in logic. The ReportsNow solution is not a feasible option due to the complexity of the logic that is required within the file to extract the data.

Once the GWL Electronic File has been transmitted a copy should be archived for a period of time determined by the business need. This can be used to review data at a later time if required.

6. Contingency Plan

Periodically the HR Specialist will audit GWL data to ensure data integrity. A contingency plan will need to be developed between GWL and the City of Vaughan to ensure correctness of employee data, such as: insurance amounts, single or family coverage, employee is in the correct division.



7. Process Review

A process mapping session should be completed to document the HR Specialist's GWL Administrator role and functions.

8. Role and Responsibilities

Human Resources

1. GWL Administrator (HR Specialist)
 - a. The HR Specialist would continue to be the single point of contact for employee inquiries.
 - b. The HR Specialist will only have viewing rights to data.
 - c. The HR Specialist current processes have been documented by capturing screen shots of GWL administrator windows. See attached: *GWL- Adding a Dependant, GWL-Maintian_Inquire on Employee and the GWL-Employee Enrollment documents attached.*
2. Training
 - a. Due to process changes HR and ITM staff training will be required.

Great West Life

3. Service Level Agreement (SLA)
 - a. An SLA should be complete between all stakeholders.

Conclusion

The analysis concluded a favorable opportunity to promote the file transfer process.

This initiative demonstrates effective leadership by allowing the HR department to incorporate efficiencies by eliminating the duplicated efforts and streamlining processes.

The change provides the corporation the opportunity to foster Vaughan's vision of service excellence, which brings us one step closer to management and employee self-service. The data being centralized within the JDE system will allow for integration with a web Portal and other applications.

Business Opportunity Concurrence

Name (printed)

Signature

Date