

Administrative Systems Modernization

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Our Mission

To enable the employees of the City of Philadelphia to bring the best possible services to the public through the implementation of effective and efficient administrative processes. This will be accomplished by adopting best government and business practices where practical, and cost effectively upgrading our core systems technology.

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The Approach to Modernization

Our project involves the critical review of existing systems and processes that accomplish the “back office” operations of the City. These are those processes and systems that the City uses to manage its employees, our contracting and procurements, and finances. The project has been divided into three major Phases:

- Phase I—Workforce Management
- Phase II—Procurement
- Phase III—Financials

Phase I which is active now will begin with a critical review of our current workforce management processes and systems. Included in Phase I are the functions and

processes which address: Human Resources, Payroll (including position management), Time and Attendance (labor/project accounting), Benefits Administration, Pensions Administration and Employee Self-Service. Additional items to be considered in the Planning effort are Training and Learning Management, Scheduling, Performance Management and Skills Inventory.

The Government Finance Officers Association (GFOA), a non-profit planning vendor with extensive experience with local governments, has been engaged to assist



the City with the planning effort for Workforce Management.

Estimated Workforce Management Project Timeline: Planning and RFP(s) Development: October 2012—August 2013; Workforce Software Implementation: August 2013—September 2015.

Why Modernize?

Like many other governments, the City's workforce management systems are older and disjointed. Much effort is spent by staff throughout the departments in maintaining multiple central and departmental systems, spreadsheets and manual records. Integra-

tion between these various data collection points is limited and in many cases non-existent. Often the same data is entered into multiple systems resulting in redundant information across various sources. Modernization of our systems will provide for integration of

data, easier access to information and the ability to use data for analysis providing value. It's also an opportunity for us to review our processes and look for ways to improve them.

The Workforce Planning Phase

The project will begin with a vendor services engagement for planning the future workforce management landscape for the City. The two primary focuses by this vendor engagement are requirements gathering, and the development of one or more Requests for Proposals for software and integration services. The requirements gathering phase will involve a number of sessions conducted by the vendor to review the “As-Is” business processes. These sessions will map out the City’s current proc-



“It’s About Time, Philly”

esses and seek to identify both opportunities for improvement before new software is implemented and will be used to define the “To-Be” future requirements. The sessions will be grouped into topic areas and will be attended by about 25 City subject matter experts. It is expected that each topic area will take about two half-day sessions, maybe more or less depending on the topic. Once enough information is collected the vendor will turn around to the City the various process maps and begin with a repository of require-

ments for each subject matter expert to review. Each department has identified one or more individuals to participate in the requirements gathering efforts. All departments are encouraged to actively review and provide comments on the requirements.

The Project Team expects to conduct a number of Focus Group sessions to review the requirements with broad audiences of stakeholders to ensure cross-department understanding and concurrence.

Note: The City has issued a notice of intent to contract with the Government Finance Officers Association (GFOA) for these services.

From the Desk of the Mayor’s Chief of Staff

I am proud to be the Chair of the Steering Committee for the Administrative Systems Modernization Project. Along with Mayor Nutter and the rest of the Steering Committee, I want to acknowledge the work that has been done for years by the central offices, the departments and by our technology organization in the “back office,” day in and day out, in order to keep the City running. We have varying combinations of processes, paper

flows, technology systems and challenges, yet it all gets done. *Thank you for your work and dedication!*

The objective of Administrative Systems Modernization is to improve our processes and update the technology that supports those processes, making work more efficient, and information more reliable and accessible. The key to the Project’s success will be



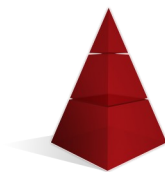
the Subject Matter Experts (SMEs). SMEs will provide the knowledge and information to help shape future processes. We need our best team on this project. Your current colleagues and future City employees will all be grateful to you for your participation.

*Everett Gillison
Chief of Staff*

The Project’s Executive Steering Committee

The City will participate in the various project activities throughout the course of the planning engagement. An Executive Steering Committee was established to provide executive sponsorship and support. Included in the Steering Committee are the Mayor’s Chief of Staff, the Mayor’s First Deputy Chief of Staff, the

City’s Managing Director, the Chief Innovation Officer, the Director of Finance, the Director of the Office of Human Resources and the First Deputy Director of Finance.



“Executive Support”

This is one of the Mayor’s highest-priority projects and has his full support.

Each department has been briefed on the initiative and its status, and is fully aware of the need to move forward on modernization.

How Different Parts of City Government will be Involved

All of us own the requirements, it's our business, it's our future!

The Planning Phase of the project for workforce management will involve many people within the City. A group of **Stakeholders** from every department has been identified. These are individuals who can speak for their departments at a global and detail level; they will also be responsible for communicating about the project in their departments. Each Stakeholder iden-



The Importance of Participation

tified **Subject Matter Experts** who will be those individuals who are closest to the day-to-day business and the processes that are performed within their departments. These Subject Matter Experts will be heavily involved in the various requirements gathering and refinement activities. Subject Matter Experts are not only those individuals from the business side but also from the

technology side of the City, such as the Office of Innovation Technology — staff who understand and support our current systems, and those from OIT who will provide technical requirements for our current and future technical environment. An **Advisory Group** of key stakeholders who understand the City's operation and pain points, can negotiate the hard decisions, and make recommendations on the future "To-Be" state, was formed as a focal point for the project team.

Other City employees will be involved as the project develops to ensure that all legal and procurement items are addressed.

Project Start Up

The project will begin in October 2012. In anticipation of that, a Kick-Off Meeting was held on September 20 in City Hall. At the meeting the Executive Steering Committee addressed a broad audience of the Advisory Group, the Stakeholders, the City's Subject Matter Experts and others to describe expectations for the Project and to discuss the Administration's commitment to

modernization..

A series of "Information Sessions" for Subject Matter Experts are being held during September (25th) and October (1st, 3rd and 4th).

Project "Kick-Off"
September 20, 2012



The Core Project Team



A Core Project Team has been assembled within the Office of Finance. The Core Project Team will manage the project, the vendor engagement, the coordination with the City's staff and management, and will ensure that the project moves on schedule. The Team's Project

Director is Judi Cassel. Judi has been with the City since 1995 (except for a brief 3-year stint at the School District). She has worked in DHS (two times), the MDO and, since the beginning of the Nutter Administration, in Finance. Our Project Manager is Richard Stewart. Rick comes to us from the State of New Jersey as former Chief Technology Officer and has extensive experience in government, application develop-

ment projects, and working with vendors. In mid-October Emily Aufschauer will be joining the Team as our Communications Specialist. Emily comes to the Team from JEVS Human Services, where she was first a Community Relations Specialist and most recently an Account Manager. Emily has experience with software such as SharePoint (a collaboration tool) and has done extensive training, including creating her

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Our Guiding Principles

The project will further the City's Strategic Goal to work "efficiently and effectively, with integrity and responsiveness" by reengineering the City's business processes to fully leverage government best practices.

The City will have convenient, reliable and timely access to administrative business information to improve decision-making and support the delivery of City services to the public.

The City will empower its workforce by increasing system transparency and offering self-service capabilities.

The major functions (Phase One: Workforce Management; Phase Two: Procurement; Phase Three: Financials) of the modernization project will be satisfied through a software vendor(s) that demonstrates a long-term commitment to maintaining and supporting its software.

The City will make a commitment to the continuous improvement of administrative processes through user involvement, technology enhancements and ongoing workforce training.

In order to control costs and ensure the feasibility of future upgrades, the software will not be customized.

The City will provide its workforce with training, development and ongoing support to facilitate its transition and adaptation to the new software and processes.



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The Core Project Team

own videos for JEVs staff. Emily is currently studying for her MA in Communications, with a concentra-

tion in Strategic Communication at Villanova. She is going to be a great addition to the Project Team!

A Change Management team member will be responsible to work with all parties to ensure a smooth transition from our current proc-

esses and structures to one that aligns with the new system's landscape.

The Team is located in the Municipal Services Building, 15th floor, Room 1582.

Project Contacts

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