

County of Santa Clara

Employee Services Agency

Agency Administration

County Government Center, East Wing

70 West Hedding Street, 8th Floor

San Jose, California 95110



DATE: December 17, 2019

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, County Executive

FROM: John P. Mills, Director, Employee Services Agency

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John P. Mills
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SUBJECT: Off-Agenda Report RE: Technology Needs of the Employee Services Agency

At the November 5, 2019 meeting of the Board of Supervisors (Agenda Item No. 24), Supervisor Ellenberg requested information related to the resources that the Technology Services and Solutions (TSS) Department could provide to the Employee Services Agency (ESA) to make the recruitment dashboard project a reality, as well as other technological tools to make tracking and measuring data less time intensive. This memorandum provides the requested information.

Background

Unlike other County agencies/departments of similar size, scope, and impact, ESA has no dedicated information technology (IT) staff to develop and implement the IT projects that have been identified as high priorities. However, this was not always the case. Previously, ESA had 7.0 FTE dedicated to supporting IT needs. 1.0 FTE Information Systems Manager III and 1.0 FTE Information Systems Analyst were deleted in Fiscal Year (FY) 2005. Further, in FY 2012, 4.0 FTE Information Systems Manager I were deleted. Finally, in FY 2013, the final position, 1.0 FTE Information Systems Analyst, was deleted. None of these positions were restored to ESA as the County emerged from the Great Recession.

The recruitment dashboard/recruitment data analytics, classification database/classification study case management system, onboarding automation module, electronic document management system, etc., are all still at the initial conceptual phase, as they have been for the past several years. All relevant work processes and the documents associated with these processes are still manual and extremely labor and time intensive; labor and time that could be better spent on recruitments and classification studies. Meaningful and impactful progress on these priority projects cannot be made without dedicated IT staff and resources. Implementing these technological advances will have a tremendous positive impact on the County organization.

Board of Supervisors: Mike Wasserman, Cindy Chavez, Dave Cortese, Susan Ellenberg, S. Joseph Simitian

County Executive: Jeffrey V. Smith

Challenges

Ineffective legacy technology: The County of Santa Clara began using PeopleSoft as its Human Resources Information System (HRIS) in 1998. Due to the limited capabilities of PeopleSoft at that time, the County built customized functionalities and processes within the application to meet the County's business needs. Over time, PeopleSoft would release updates and new modules that could increase application functionality; however, since the County had opted for its own home-grown customizations instead, the County was unable to take advantage of the updates and new modules released by PeopleSoft. Although the customizations resolved immediate business needs at the time, over the years, the County has become "too customized," deviating so far from standard PeopleSoft that the County is unable to "unlock" any newly released PeopleSoft updates and modules, leaving the County to conduct human resources and payroll services through largely manual processes.

Given the outdated functionalities, the County's version of PeopleSoft lacks the ability to interface with other County systems, such as NeoGov (applicant tracking) and Kronos (timekeeping).

Customer expectations: Current employees, County agencies/departments, and potential job applicants are exposed to sophisticated systems and software through other venues that influence their expectations of technological engagement from ESA. Given the County of Santa Clara's location within Silicon Valley, there is an expectation of state-of-the-art technological efficiencies, user-friendly systems, and timely workflows. However, responding to these expectations is a difficult challenge for ESA, due to the lack of dedicated IT staff to develop and implement the technology solutions to meet such expectations.

Growth and growing complexity: Because of the growth of the County since the budget reductions of the Great Recession and the lack of technology solutions in ESA, existing inefficiencies exert pressure across business functions, as the existing antiquated systems require a significant amount of manual processing. Dedicated IT staff are needed to review overlapping or conflicting business rules, policies, practices, and pain points for all service lines within ESA (Classification, Recruitment, Onboarding, etc.).

ESA IT Projects Portfolio

Thus far, ESA has prioritized various IT projects that will provide solutions to many of the manual processes currently in place, including the following:

PeopleSoft Re-Implementation (Phase I: Benefits Administration): A comprehensive employee benefits system that includes automated eligibility validation, employee enrollment, benefits processing, tracking and managing of flexible spending accounts (including claims for

both medical and dependent care), and administration of reimbursements to participating employees.

Human Resources Recruitment Statistics Automation: A dashboard that will automate the collection and display of data from NeoGov, the County's applicant tracking system, and PeopleSoft, the County's HRIS, into a single recruitment statistics report, to allow for data analytics, fulfill multiple reporting needs, and reduce manual transactions associated with pulling and manipulating data, freeing up additional resources to be directed to recruiting and classification functions.

Onboarding Integration into Existing Systems: Onboarding module to bridge the functionality gap between NeoGov, the County's applicant tracking system, and PeopleSoft, the county's Human Resources Information System (HRIS), to automate the existing manual transactions associated with processing new hires.

Classification Database and Classification Studies Case Management System: A database to manage the approximately 2,200 job specifications in the County's Classification Plan, including classification title, classification code, date established, date(s) of any specification revisions, bargaining unit to which allocated, and classification study history, including tracking functionality for workflow related to pending classification studies; i.e., type of study (job specification revision, full classification study, creation of a new classification, salary review, compaction review); source of study (required by labor contract, department head-initiated, or ESA-initiated); ESA internal review status, date posted to the department, date posted to the union (if applicable), and date presented to the Board (if applicable).

Scanning due to Space Constraints: Project management, business analysis, and documentation of business requirements to prepare for the eventual mapping/indexing and scanning of the existing 1.8 million pages of paper records in ESA. This project is a multi-year, multi-phase project that will establish a permanent solution for storage of all paper records and provide for effective records searches, storage, and connectivity amongst various systems.

ESA-Labor Relations Internal Portal and Electronic Case Management System: A system to enhance and improve reporting capabilities, allow employees to submit requests online, and allow for better coordination of caseloads and day-to-day operations of the Labor Relations Department.

Tracking Performance Evaluation Forms: Development of a performance appraisal tracking functionality to address the recommendation of the 2017 Civil Grand Jury as approved by the

Board of Supervisors.

Identified Needs

In order to develop the strategies for successful implementation and deployment of the IT solutions described above, a comprehensive, careful, and thorough mapping of each solution is necessary. Dedicated IT staff would allow ESA to accomplish the following:

- Analyze business operations with management and determine preferences for build decisions;
- Strategically plan technology solutions to provide intersectionality between and among current systems;
- Provide guidance on the technical aspects of projects and ensure that they meet the business needs of ESA departments;
- Review business rules, policies, and practices for all service lines in ESA (Classification, Recruitment, Onboarding, etc.);
- Track changes to business strategy, goals, and processes to ensure technology requirements appropriately reflect the business needs;
- Provide business solutions expertise in the architectural development process for the development of technology strategies and roadmaps.

A successful implementation of new IT strategies requires dedicated IT staff working closely with ESA departments to assist ESA staff with the following:

- Identifying business and functional requirements for all proposed IT solutions;
- Conducting planning and strategy sessions to develop and prioritize initiatives;
- Document processes and maintain records related to data and data-gathering phases;
- Develop user acceptance testing cases while documenting workflows and protocols.

Once a solution has been developed and is ready for implementation, dedicated IT staff would continue to assist ESA with the following:

- Utilizing various information technology platforms and operating systems that are required for connectivity with the newly developed systems;
- Troubleshooting application issues and providing coordination between vendor(s) and ESA departments to minimize disruption of services;
- Monitoring of application performance to ensure proper functionality;
- Participating in testing of new functionalities and documenting processes and policies for current and new systems;
- Testing and validating new or improved solutions to ensure that the needs of ESA departments are met.

And once an IT solution has been successfully implemented, dedicated IT staff would continue to assist ESA with the following:

- Ongoing work on data analytics projects utilizing implemented IT solutions;
- Maintenance of databases and data systems;
- Management of various sets of data from various ESA systems;
- Performance of data clean up to ensure validity of the data;

- Facilitation of data validation.

To design and implement the technology solutions that have been identified thus far, TSS has committed to provide ESA with contract resources equivalent to the following 5.0 FTE:

1.0 Business Relationship Manager
1.0 Business Systems Analyst
1.0 IT Process Analyst
1.0 IT Business Analyst
1.0 Application Administrator

As vacancies are filled across TSS through successive waves of recruitments post-ITCC, TSS has committed to evaluate its capacity to allocate permanent staff to support ESA going forward.

c: Miguel Marquez, Chief Operating Officer
James R. Williams, County Counsel
Megan Doyle, Clerk of the Board of Supervisors
Ann Dunkin, Chief Information Officer