

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: June 14, 2018

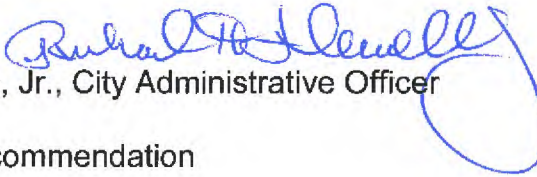
CAO File No. 0220-05476-0000

Council File No. 18-0600-S51

Council District: All

To: The City Council

From: Richard H. Llewellyn, Jr., City Administrative Officer



Reference: 2018-19 Budget Recommendation

Subject: **VACANCY REPORTING WITH THE PAYSR POSITION CONTROL MODULE**

RECOMMENDATIONS

That the City Council:

- 1) Instruct all City departments to use the PaySR position control module (PCM) and take all necessary actions as directed by the Office of the City Administrative Officer (CAO) and Personnel Department (Personnel) to update data on an on-going basis within the PCM;
- 2) Request that all elected City offices use the PCM and update data on an on-going basis within the PCM; and
- 3) Instruct the CAO and Personnel to report back within 90 days with a) vacancy reports by classification for each City department that has accurate and up-to-date information in the PCM and b) the status of each City department's progress and readiness towards accurate vacancy reporting through the PCM.

SUMMARY

On May 21, 2018, with the adoption of the 2018-19 Budget, the Council instructed the Personnel Department (Personnel) and the City Administrative Officer (CAO) to report to the Personnel and Animal Welfare Committee on the ability to use the PaySR position control module (PCM) for Citywide vacancy reporting effective July 1, 2018, and the process to implement the module for all departments not currently using the module.

Background

The City has historically lacked a centralized position control system. The CAO's Performance Budgeting (PB) System currently acts as the system of record for Citywide employment authority, and the CAO produces the documents approved by the Mayor and Council to authorize employment authority, including the Departmental Personnel Ordinances (DPO), Personnel Authority Resolution (PAR), and Detail of Positions and Salaries (DPS), from the PB System. The City's payroll system, PaySR, includes data on all individuals who are employed by the City.

However, there was previously no link in either PB or PaySR between an authorized position authority and the specific person occupying the authorized position. Position control, at the most basic level, is the ability to maintain an accurate record of all of the positions that are authorized and how they are being filled. In order to fill the gap left due to the lack of a centralized position control system, many City departments developed their own internal mechanisms to facilitate position reporting, ranging from simple spreadsheets to complex databases and systems.

Position Control Module (PCM) in PaySR

Personnel, in collaboration with the Information Technology Agency (ITA), has created a module in the PaySR system to provide a mechanism for Citywide position control. In order to develop the PaySR PCM, Personnel worked with 36 different City departments to review the department's usage of various internal position control and personnel systems that were developed to facilitate operational, human resources, budgeting, and management reporting. After an initial pilot project with four departments in 2016, Personnel began offering centralized position control through the PaySR Position Control Module (PCM) in 2017 to the 23 consolidated departments supported by Personnel Liaison Services. Personnel subsequently outreached to all 42 City departments at the end of 2017, to offer use of PCM to all City departments.

Personnel reports that out of 42 City departments:

- 20 are currently using the PCM;
- 16 have requested to move forward with the testing, training, and data conversion process in order to begin use of the PCM;
- Four departments have yet to be assessed; and,
- Two departments have currently opted not to use the PCM.

The current PCM includes a list of authorized positions, including regular authority, resolution authority, and substitute authority positions. It then links all employees in the department to a specific position authority. All position authorities are shown with a position status; statuses include:

- Filled;
- Filled in-lieu with an individual in a different classification than the authorized position;
- Vacant; and,
- Held vacant such as for positions that are required to be held vacant for an activated substitute authority.

Transactions made in the PaySR system are automatically populated to the PCM. For example, when an individual leaves a department, the position in the department they previously occupied automatically changes to a status of vacant. In addition, when a new employee is added to a department, they appear in the module as unassigned, triggering the department to assign them to a specific position authority. Departments have the flexibility to add new positions when new authorities are authorized and move employees between different position authorities for internal transfers.

More complex features of the PCM include: a) the ability to assign a reporting hierarchy to all positions, which allows departments to print an organizational chart directly from the module; and b) the ability to assign a source of funds to the position to facilitate reporting on funding assigned to specific positions and their incumbent employees. Not all departments using the PCM are currently using these additional features. In addition, for departments that have robust existing systems, Personnel and ITA have developed ways for departments to: a) access the PaySR database directly in order to extract data from the PCM to populate existing departmental systems; and b) provide an interface from an existing departmental system to the PCM in order to populate the PCM nightly from their existing system and avoid duplicate data entry.

Vacancy Reporting

Personnel and ITA recently implemented a vacancy reporting function within the PCM, in order to facilitate vacancy reporting on a regular basis as requested by the Council. The ability to successfully implement and use the PaySR PCM for Citywide vacancy reporting for all departments requires ongoing leadership and support of Personnel, ITA, CAO, and the City's existing PaySR PCM technical support contractor. In addition to considerable effort from these departments and contractors, to effectively utilize and enable accurate vacancy reporting, the following must occur:

- All City departments (including elected offices) must use the module. To provide consistent vacancy reporting Citywide, all departments must enter data in the module. As previously indicated, less than half of City departments are currently using the module. It is recommended that the Council direct all City departments and request all elected offices to work with the CAO and Personnel to use the PCM.
- City departments, with the assistance of Personnel, must maintain and continue to regularly update the PCM. While 20 departments have data within the module, not all departments are routinely reviewing the PCM data, resulting in a high number of unassigned positions and making vacancy reporting inaccurate. Personnel intends to offer a coordinated testing and training process for departments beginning July 1 to help ensure departments are able to maintain PCM data. Personnel anticipates it will take 30 to 90 days for each department to fully update PCM data and develop a process for maintaining the data on an on-going basis.
- A process must be developed to reconcile actual authorized positions with the positions listed in the module as authorized. As previously indicated, departments have the flexibility to add new positions when new authorities are authorized. However, this flexibility also allows for the inadvertent addition or deletion of "authorized positions" as included in the module. The CAO must verify that the position authorities provided by departments and included in the PCM are consistent with the 2018-19 Adopted Budget, Personnel Authority Resolution, and other authorizing documents. The CAO will work with Personnel to develop an ongoing process for this verification, which includes a process for incorporating interim approved resolution authorities, substitute authorities, reallocations, and paygrade upgrades.

Personnel and the CAO will continue to work collaboratively with all City departments to develop

a process to submit accurate and timely vacancy reports on an on-going basis using the PCM. It is recommended that the Council direct the CAO and Personnel to report back to the Council in 90 days with a) vacancy reports for each City department that has accurate and up-to-date information included in the PCM and b) the status of each City department's progress and readiness towards accurate vacancy reporting through the PCM.

Human Resources and Payroll (HRP) Project

It should also be noted that the City is currently in the process of issuing a Request for Proposals to select a new Human Resources and Payroll (HRP) system (C.F. 18-0600-S43). All modern human resources and payroll systems require implementation of position control. All efforts made to implement the PCM will provide initial position control data that can be transitioned to the HRP system, which could reduce future potential delays and errors that may occur during the City's transition into a new HRP system.

FISCAL IMPACT STATEMENT

The Personnel Department's 2018-19 Adopted Budget adds one-time funding in the amount of \$99,200 in the Contractual Services Account for programming and technical work for this PaySR PCM project. As recommended, there is no additional General Fund impact.

RHL:MAF:LC:11180090