



## REPORT FOR ACTION

# Update on the Implementation of the City's Enterprise Time, Attendance & Scheduling System within Parks, Forestry & Recreation (PF&R) and Toronto Paramedic Services (TPS)

**Date:** December 22, 2017

**To:** Government Management Committee

**From:** Deputy City Manager, Internal Corporate Services;  
Deputy City Manager, Cluster A; Acting Chief Financial Officer

**Wards:** All

## SUMMARY

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This report is submitted to provide an update on the implementation of the City's Time, Attendance and Scheduling System within PF&R and TPS, advise on the outcome of a risk assessment undertaken, and advise on the actions taken to address the issues and operational impacts identified during the September 25, 2017, Government Management Committee meeting.

## RECOMMENDATIONS

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The Deputy City Manager, Internal Corporate Services; the Deputy City Manager, Cluster A and Acting Chief Financial Officer recommend that:

1. Government Management Committee receive this report for information.

## FINANCIAL IMPACT

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There are no financial implications as a result of approval this report.

The Acting Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## DECISION HISTORY

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At its Meeting held on September 25, 2017, Government Management Committee granted authority for a Purchase Order amendment for a contract with Kronos Canadian Systems Inc. and also resolved as follows:

Directed the Deputy City Manager and Chief Financial Officer, in consultation with the Acting Chief, Toronto Paramedic Services, to report to the January 2018 Government Management Committee meeting on the outcome of the risk assessment, and on the issues and operational impacts identified in the report (September 11, 2017) from the Chief Information Officer, the Treasurer and the Director, Purchasing and Materials Management, and by the deputants related to the Kronos Canadian Systems Inc. pilot project.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM22.15>

Bid Committee at its meeting of March 25, 2015, awarded contracts to Calian Ltd. and Kronos Inc. for the Time, Attendance and Scheduling System and SAP HCM Modernization and CATS Implementation Project in the total amount of \$14,195,210 net of HST recoveries (Calian \$10,826,593 and Kronos \$3,368,617)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.BD18.1>

Government Management Committee, at its meeting of February 22, 2016, increased the Calian contract by \$1,059,158, mainly augmenting the testing team and providing SAP Development.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.GM10.7>

Government Management Committee, at its meeting of February 21, 2017, increased the Calian contract by \$1,192,826 to provide funding to enhance PF&R Recreation Worker scheduling, provide enhancements, and plan the roll out to Divisions with scheduling requirements.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM18.11>

Government Management Committee, at its meeting of September 25, 2017, increased the Kronos contract by \$204,931 to provide increased license support.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM22.15>

## COMMENTS

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The Pension, Payroll & Employee Benefits (PPEB) and Information & Technology (I&T) Divisions are leading the revitalization of the City's Enterprise Payroll System and a Time, Attendance and Scheduling System.

The solutions are intended to provide for complex scheduling that meets Divisional and Corporate requirements, and fully integrates with SAP (Systems, Applications & Products), an enterprise software that manages business operations, as well as financial and human resource information for the City. Enterprise-wide implementation is expected, utilizing a phased-in approach over a multi-year time span.

The objectives of the new Enterprise Time, Attendance and Scheduling System, are: increased workforce productivity, real-time labour information and improved ability to analyze trends.

The project identified Parks, Forestry & Recreation (PF&R) and Toronto Paramedic Services (TPS) as pilot divisions.

To date, the project has implemented:

- An Enterprise SAP Cross Application Time Sheet (CATS) on September 14, 2016, towards modernizing the City's Payroll System.
- A new Time, Attendance and Scheduling System (WorkForce Central) for the PF&R Division, on November 9, 2016, with the objective of meeting the division's scheduling needs and realizing improved business process and workforce capabilities. The implementation to-date is Phase 1, with Phase 2 scheduled to be developed and implemented in 2018.
- A new Time, Attendance and Scheduling System (Workforce Central and Workforce Telestaff) for TPS on February 15, 2017, with the objective of meeting their complex and unique scheduling needs.

Post-implementation, there were and continue to be numerous system stabilization issues with Workforce Central and Workforce Telestaff, which impacted user adoption and created staff frustration in both PF&R and TPS.

The key issue was system performance not meeting divisional business needs and expectations.

Since going live in PF&R and TPS, the project team and the vendor have been diligently working with the staff and management in both divisions to address the performance, system integration and user experience issues that have been identified.

## **Risk Assessment**

Following the implementation of the Kronos system there were several critical functionality issues and systems limitations that negatively impacted paramedic operations. The limitations and functionality issues made the current state unsustainable, without additional resources and work-arounds in the short term.

As a result of the critical issues, the Executive Sponsors of this project engaged Deloitte to provide an independent assessment to evaluate the impact and likelihood of risks associated with two remediation options being considered:

1. Address the deficiencies in the current Kronos technology; or
2. Rollback to the legacy paramedic scheduling system.

Each of the two options was assessed based on the following risk categories:

- Strategic – alignment with the project's technology goals.
- People – safety of patients, the public and paramedics.
- Operational – effectiveness and efficiency of operations.
- Financial – additional project and operational costs.
- Technical – availability of systems support.

Based on the results of the risk assessment, the Executive Sponsors determined that continuing to remediate the Kronos technology is currently the best option. Reverting back to the legacy system was not considered optimal as it would entail further significant change management initiatives. Additionally, the vendor will be discontinuing support for the current version of the previous scheduling software in approximately 18 months.

Internal Audit, as part of their 2018 workplan, will review the action plans undertaken to mitigate the risks, and assess any residual risks outstanding.

### **Action Taken to Date**

The following is an update of the action taken over the last few months to address the implementation issues:

### **Workforce Central (WFC)**

On October 11, 2017, an updated version of WFC was launched for use, which has resulted in some improved performance and changed the user experience by resolving key issues that were frustrating staff (e.g., cost centres dropped, users being kicked out of the system). These improvements are most noticeable in PF&R where WFC is being used by both scheduling and payroll/administration staff.

In addition, this upgrade made some performance improvement for TPS users and has provided the ability to key in pay codes. Keying pay codes helps streamline the process, improving user experience.

### **System Implementation for TPS**

The project team, including TPS Divisional IT staff, and the vendor have been working with staff and management in TPS to focus on a number of system integration and performance issues that have been identified as follows:

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- Employee badge on restrictions/Simplifying ambulance vehicle selection.
- Increased integration between WFTS, WFC and VisiCAD (Computer Aided Dispatch) systems.

The following is an update on the action taken:

### **Badge on restrictions/vehicle selection**

Solutions to address the badge on restrictions and vehicle selection on the Clock during the start of shift change were developed and successfully tested. On November 30, 2017, the upgrades were implemented and addressed the above issues.

These issues were key concerns of paramedics and Central Ambulance Communications Centre (CACC) staff. These upgrades are intended to enhance the performance of the system, meet operational requirements and improve the user experience for all staff. Since implementation, feedback from TPS staff has been predominantly positive.

### **Integration between WFTS and WFC and VisiCAD (dispatch) systems**

System integration issues are being addressed in two phases.

TPS Viewer -- Phase 1:

In order to address some key public safety issues identified by the TPS' CACC staff and to improve the timeliness of information transfer, an application was developed by TPS Divisional IT staff (TPS Viewer) in cooperation with the vendor to extract shift data information from WFTS and WFC and create a new roster view of paramedics scheduled to work.

The new roster view presents all the shift/schedule/attendance data in one, consolidated view, giving the CACC users the ability to sort, filter and edit the information. The edits and changes made in WFTS/WFC are then automatically transferred and reflected in VisiCAD (TPS's Computer Aided Dispatch system).

This Phase 1 was implemented on November 10, 2017, and has improved the timeliness of information transfer, better meeting operational needs of TPS and the CACC staff. The feedback from CACC staff has been predominantly positive.

TPS Viewer -- Phase 2:

In Phase 2, the edits and changes made by CACC staff, during and at the end of the shift, are planned to be transferred from the TPS Viewer and VisiCAD back into WFC. WFC will also be used to ensure an audit trail of edits and changes.

Phase 2 is being developed and, at the time of writing this report, it was anticipated that it would be implemented in January 2018.

The above actions have improved some of the performance issues and have resulted in user experience improvements. The project team is continuing to work on addressing remaining critical program performance issues, focussing on developing a solution to address overtime "Call-out" functionality -- a priority issue for TPS. In addition, the project team will continue working on the implementation of the remaining functionalities (e.g., Employee remote access, vacation bidding, etc.).

## **Consultations with Staff and Unions**

As described in the report, working to identify issues and developing solutions has involved discussions with staff in PF&R and TPS. Consultations have also provided the opportunity to keep all staff and Union executives up to date on the status of the project.

### **PF&R:**

In PF&R there was a series of meetings held with users of the system. As well, there was a survey issued to all users to identify issues and understand any frustrations:

- Two debriefing workshops held in February and March 2017 with 50+ employees in attendance;
- Survey issued to 776 employees in June 2017 with a response rate of 54.6%; and
- 20+ hours of Sit Down sessions with individuals, in different roles, across all branches, to help understand how staff are using WFC system.

Prior to the upgrade of the WFC system on October 10th, 2017, thirty (30) Super Users were trained on September 29th on the enhancements and improvements delivered in the upgrade. Thirteen (13) Virtual Instructor Lead Training (VILT) sessions were held between September 27th and October 25th to train approximately 400+ users. The objective of these training sessions was to ensure there was a thorough understanding of the improvements and changes that were included in the upgrade.

During the feedback and the training sessions, Union representatives were invited to attend and they were provided with regular updates.

In addition, in order to validate the design requirements for Phase 2 (Request to Work module) and to test the final solution when completed, extensive consultation and engagement with impacted staff is occurring across all sections of the Community Recreation branch and with Union representatives. The initial engagement with Union representatives to introduce Phase 2 (Request to Work module) occurred on June 20, 2017.

### **TPS:**

There have been discussions with staff and with Union representatives to obtain feedback and to provide updates.

In addition to the consultation with staff by the project team and TPS management, the Treasurer and Director of Pension, Payroll & Employee Benefits participated in an observation of a Paramedic shift on October 17, 2017. The observation shift was conducted with a TPS Superintendent to observe the functioning of the system and speak directly with paramedics to hear their feedback, frustrations and suggestions.

Staff had several meetings with Local 416 executives on August 10, September 12 and November 28, to discuss specific payroll issues, badging on issues etc. The meetings also provided updates on the status of efforts to address the badging on/vehicle selection and integration issues, as outlined earlier in this report.

In addition, correspondence was provided on October 26, November 2 and November 29, 2017, to keep both Local 416 and Local 79 updated on the actions that were outlined previously in this report.

Developing the solutions for the integration of information between WFTS, WFC and the CAD system, coupled with the badging on and vehicle selection processes, has involved attention to all issues raised by staff. Based on staff input, the implementation team has worked with staff to validate solutions, ensuring those solutions meet TPS end-user needs.

## **Next Steps in the Roll-out of the Enterprise Wide Time, Attendance & Scheduling System**

### **Next Steps PF&R:**

As described above, at this point, Phase 1 of scheduling for PF&R have been implemented.

Phase 2, the "Request to Work" module, is a critical component in order for PF&R to achieve the full benefits and efficiencies of the new system. The scheduling of approximately 10,000 Recreation Workers is a very unique and complex process which requires customization to the current system.

The system design has two parts:

1. Employee portal - currently being designed, with development to commence early in the new year within the current funding and contract, with an anticipated implementation of June 2018;
2. Scheduler portal - will require additional scoping and funding, and an amendment to the current contract with Calian and Kronos. A report will be submitted to a future GMC meeting with the details and requirements. This custom portal will address the current pain points that staff are experiencing.

## **Future Roll-out to other Divisions:**

As outlined earlier in this report, the enterprise Time, Attendance and Scheduling System was being implemented in 2 pilot divisions (PF&R and TPS), with the vision that once implementation has been completed, the system will fully integrate with SAP (Systems, Applications & Products), and become an enterprise software that manages business operations, as well as financial and human resource information for the City. The objective is to implement the Time and Attendance and Scheduling System enterprise wide, utilizing a phased-in approach based on the business readiness level of the targeted divisions over a multi-year time span.

Staff are currently working with other divisions to review their scheduling needs and requirements and assess their business readiness to roll-out the system into their division. This assessment will assist in developing a future roll-out plan and plan for the budget requirements in order to schedule the future work.

As these requirements are finalized and future roll-outs are scheduled, reports will be submitted to GMC for the appropriate approvals.

## **CONTACT**

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## **SIGNATURE**

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