

State Workforce Management Modernization

In early March, Governor Scott enacted the Stay Home, Stay Safe initiative to mitigate the spread of the Novel Coronavirus many employees could work from home or use COVID related leave. Until that time, State of Vermont processes and procedures for onboarding and managing employees had been accomplished based on outdated face to face interactions. The Department of Human Resources found the current outdated HR solution, VTHR, to be incapable of responding. VTHR is very inefficient and ineffective in managing human resources for the State in these new working conditions of dispersed and remote front and back office operations.

COVID-19 has driven a distinct change in how the state workforce delivers programs to Vermonters. Many are working from home with little to no impact on quality of service. This will lead to a shift long-term in the dynamics of the state workforce and the technology required to manage them. Below are the initial steps to a modernized system for managing the state workforce.

Human Resources, along with ADS, would like to implement a modern, flexible, innovative Enterprise Resource Planning solution to meet the needs of our evolving conditions that will be continuously up to date; innovative and scalable. A modern HCM has the tools and information needed to make the shift to work from home, and to do it successfully and productively. Information that is critical for a modern remote workforce include accurate employee contact information, remote work locations, emergency contacts, beneficiaries, absence management, payroll, and sick leave. Efficient employee self-service capabilities will allow accurate updates to all state employee information.

Workforce Modernization

Invest in a core Human Capital Management system from a proven vendor that also provides Finance modules for a fully integrated, cloud-based Enterprise Resource Planning (ERP) system. Initial investments would be for a portion of the core HCM along with modules that would provide functionality for Onboarding employees and employee Performance Management. The next generation of ERP will be on the Workday platform and the schedule and costs below reflect moving to Workday.

The initial investment would be approximately \$4,000,000 and would include licensing for core HCM capabilities and implementation of the two functions identified above. This work could be completed by 12/31/2020 and would also position us for continued roll out based on the licensing purchased. The investment would be about \$2.3M in annual subscriptions, \$1.2M in implementation and \$500,000 for data warehousing functionality for legacy human resources data. Implementing a data warehouse would allow VT to retire its current Oracle based implementation but still have access to the data for reporting and analytics work.