



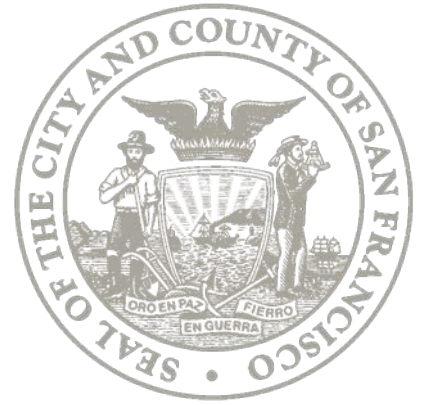
COIT Budget & Performance Subcommittee

Regular Meeting
December 4, 2020

Agenda

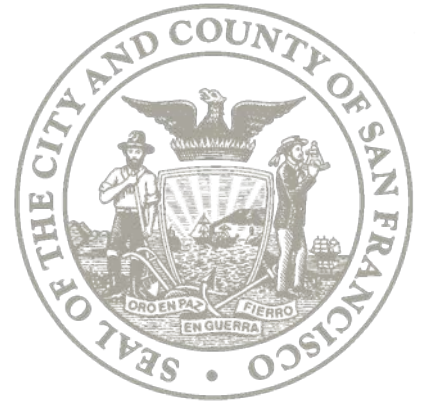
- Call to Order by Chair
- Roll Call
- Approval of Meeting Minutes
- Department Updates and Announcements
- FY 2020-21 & FY 2021-22 COIT Budget
- Project Update: Human Resources Modernization
- Public Comment
- Adjournment





Action Item

3. Approval of Minutes



4. Department Updates & Announcements



5. FY 2020-21 & FY 2021-22 COIT Budget

ICT Plan & COIT Budget

Purpose:

- Identify upcoming technology projects for the next five years
- Allocate General Fund support
- Promote transparency and coordination

SF 3-Month Budget Status

The level of uncertainty regarding city revenues and expenditures remains extraordinarily high, driven by the economic and financial impacts of the public health emergency. We will continue to provide regular budget updates throughout the year as conditions change.

Table 1. FY 2020-21 Projected General Fund Variances to Budget (\$ million)

Changes from Adopted Budget	FY 2020-21
A. FY 2019-20 estimated fund balance (pre-audit)	21.3
B. Citywide Revenue	(143.5)
C. Baseline Offsets	46.4
D. Departmental Revenues and Expenditures	(51.3)
E. November 2020 Local Ballot Measures	11.3
F. COVID Emergency Response	-
Surplus / (Shortfall)	(115.9)

Source: <https://sfcontroller.org/sites/default/files/Documents/Budget/3Mo%20Memo%20ACTIVE%2011-8-2020.pdf>



COIT Allocations Forecast

	FY 2019-20	FY 2020-21	FY 2021-22
Annual Allocation	14.1	7.6	5.8
Major IT Allocation	22.5	15.3	11.6
Total	36.6	22.9	17.4

Note: All figures in \$ millions.

FY 2020-21 COIT Funded Projects

DEPT	PROJECT	FY 2020-21 (\$)	FY 2021-22 (\$)
ADM	Citywide Web Project	701,785	701,785
ASR	Property Assessment & Tax	9,813,975	4,839,469
CON	Budget Replacement	1,369,921	577,087
DEM	Radio Replacement	3,777,522	3,807,579
DEM	CAD Replacement	750,000	2,500,000
DHR	Hiring Modernization	1,000,000	500,000
TIS	Telecom Modernization	1,010,000	500,000
TIS	Mainframe Retirement	511,500	511,500
TIS	Network Modernization	3,000,000	3,000,000
TIS	SF Cloud Expansion	1,000,000	500,000



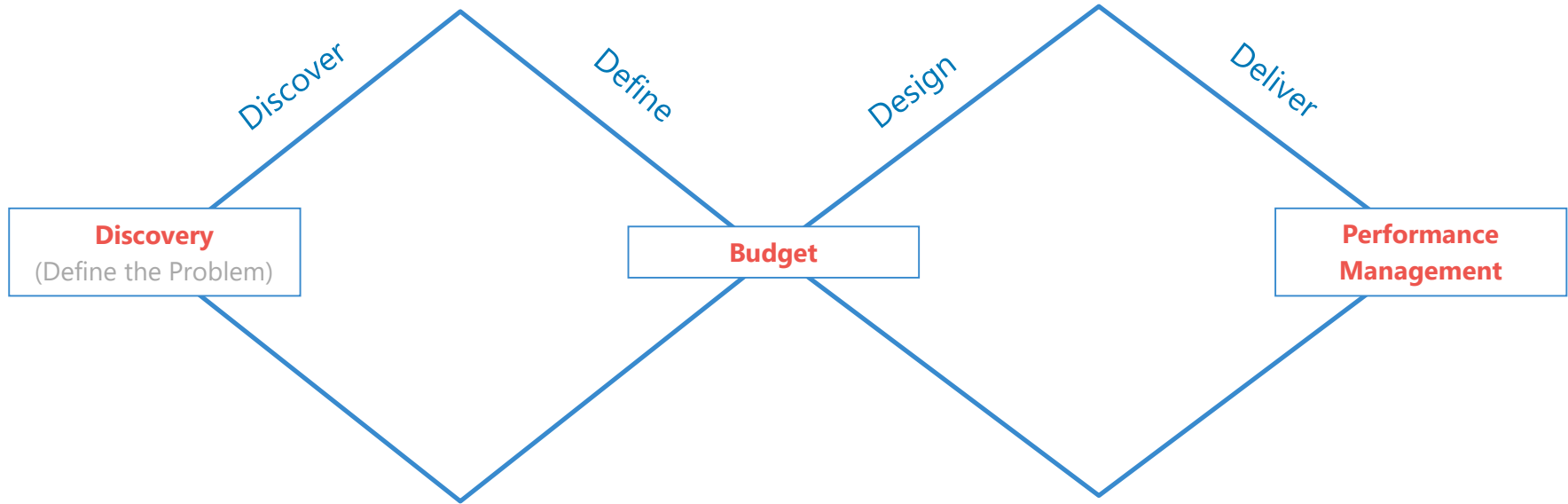
COIT Budget Instructions

Departments are to:

- Submit project proposals for the next five years
- Special emphasis on identifying any legacy systems that will be end-of-life



Project Lifecycle



Evaluation Criteria

- **Problem Definition** (User Research, Alternatives)
- **Strategic Alignment & Benefits** (Strategic Priority, Impact)
- **Development Plan & Change Management** (Role of Business, Prototyping)
- **Architecture Review**
- **Department Capacity** (Staffing, Project History)

Draft Budget Timeline

Budget
Intake



January

Dept
Interviews



February/
March

Budget
Hearings



March/April

Final
Approval



May



COIT Update

December 2020

Agenda

- Context setting
- ATS implementation status update
 - ◆ Budget
 - ◆ Resourcing
 - ◆ ATS implementation timeline
 - ◆ Changes to anticipate
- What to expect next

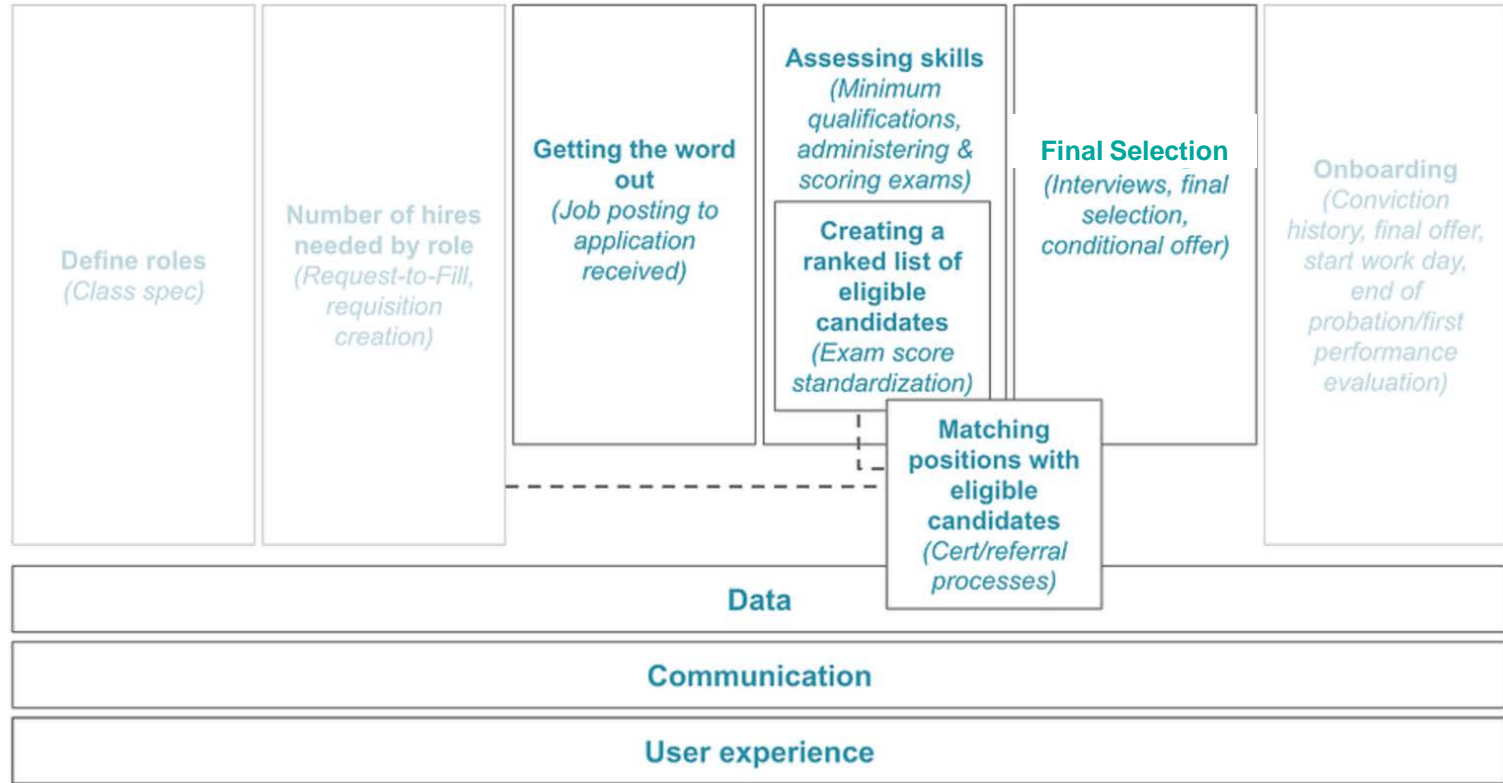


Context setting

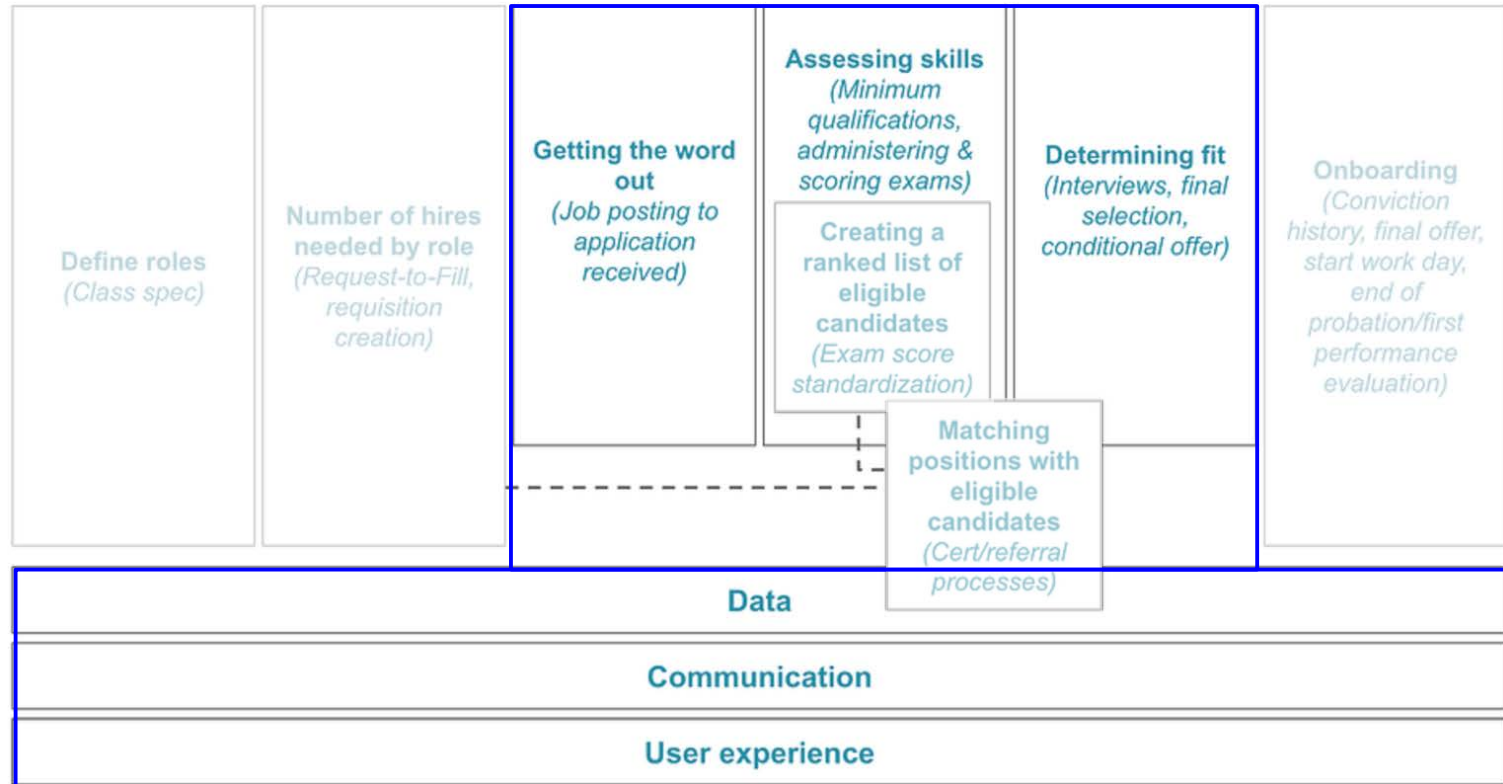
Since our last presentation

- Key steps in spring and summer included completing contract negotiations and kicking off implementation
- At the same time, we expanded our governance structure to better address the implementation phase:
 - ◆ **Steering committee** providing vision for larger Human Resources Modernization Project
 - ◆ **ATS implementation advisory group** to ensure successful ATS adoption accounting for departmental needs
 - ◆ **DHR launch team** to ensure alignment across DHR as the department goes through a major technology transformation

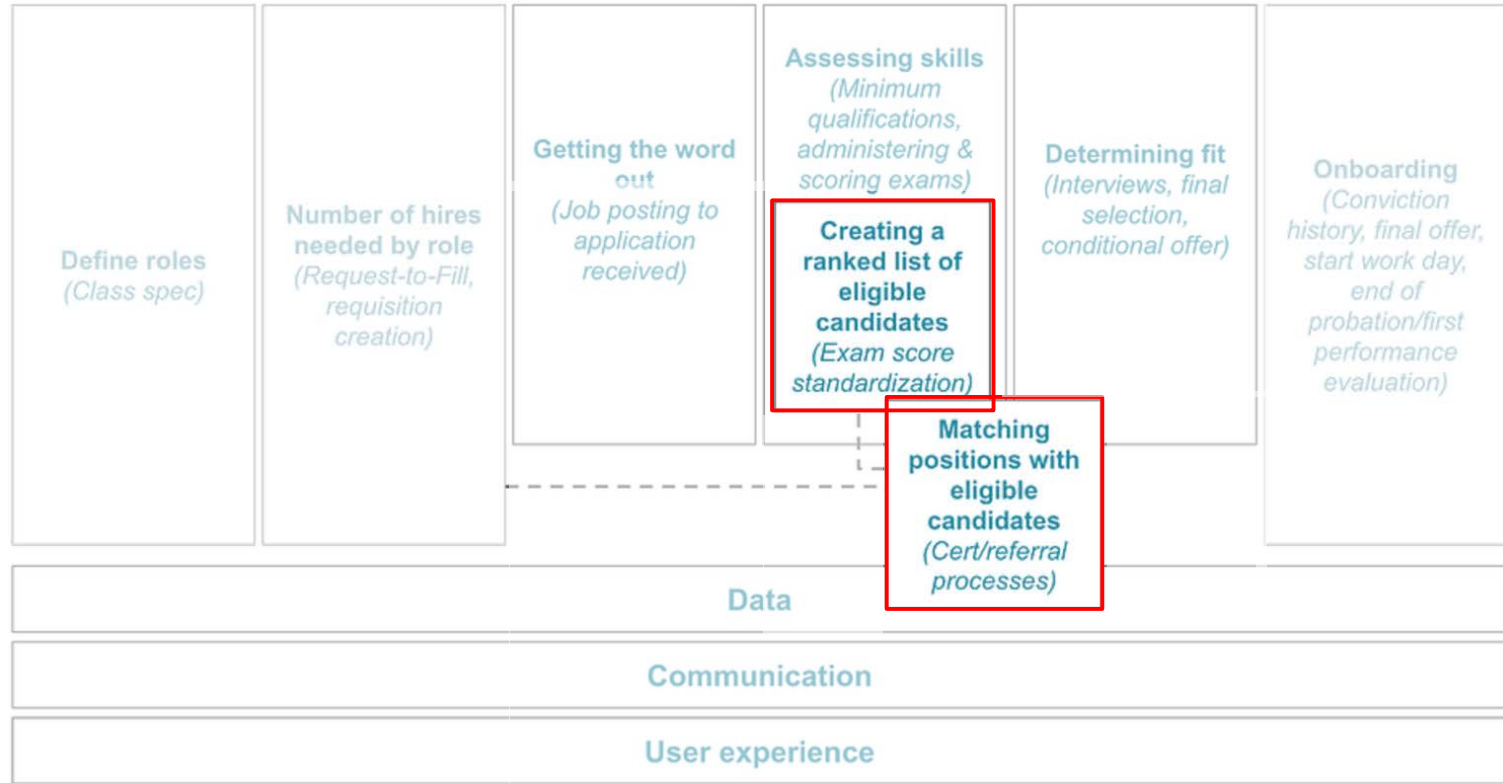
Which hiring modules we procured



Standard ATS → SmartRecruiters



Custom software → Deloitte



Technical infrastructure and phased implementation approach

→ Technical infrastructure:

- ◆ **Implementation design:** Ecosystem-friendly approach which means that we assume we will need to plug into only more systems over time
- ◆ **PeopleSoft integration:** Importance of building an infrastructure that will allow for greater integration between PeopleSoft and the applicant tracking system
- ◆ **Platform and security:** Well-designed and implemented security architecture
- ◆ **Legacy data migration:** Process to identify, transform, and migrate legacy data

→ Phased implementation:

- ◆ **Agile and user-centered approach** (as opposed to “waterfall” “big bang” approach)
- ◆ **Batch schedule for implementation and custom software releases** in order to split things up into smaller pieces

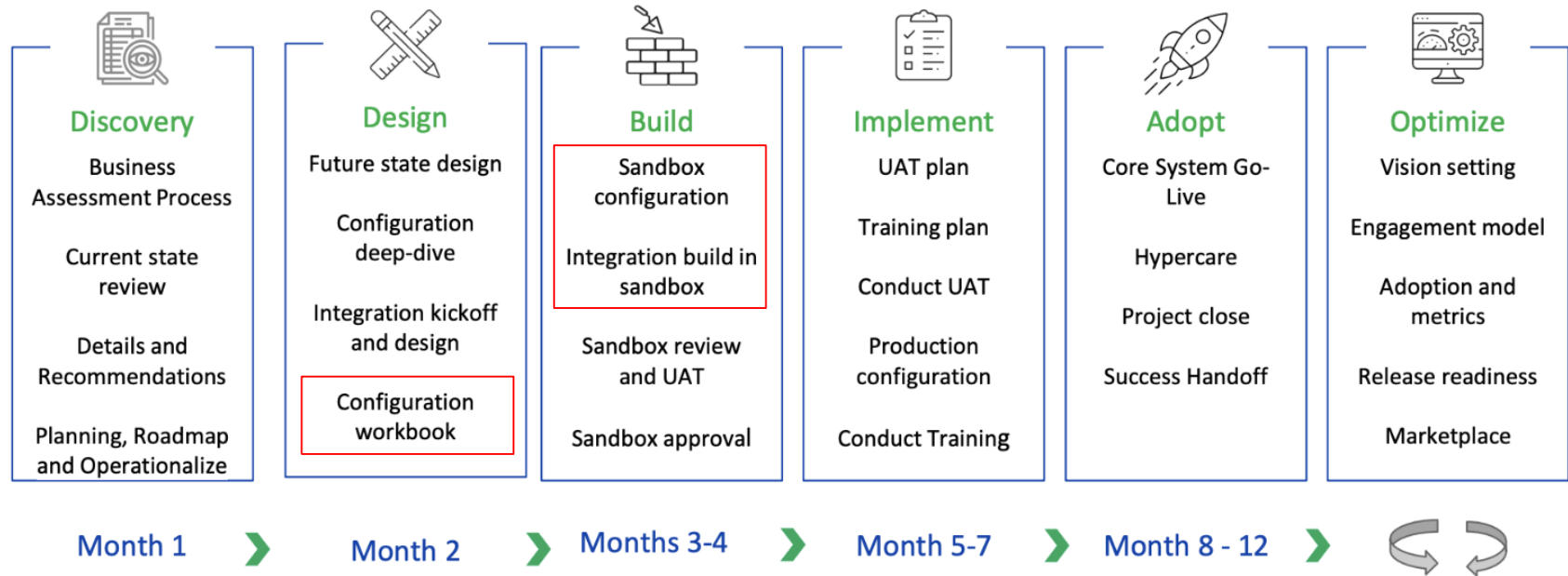


ATS implementation - Status update

Status of ATS implementation

- **Timeline:** Currently on schedule (just completed month 3 of 9-to-12-month implementation)
- **Budget:** Slightly under budget because of skew in bringing in core development resources for custom app
- **Team:** Currently two FTEs (Anne Marie & David) and bringing on Technical Lead
- **High-level success metric:** Being able to measure and break down time-to-hire (TTH) into its individual components and then decreasing time to hire as compared to 2015 Controller's Office report (~118 days)
- **Biggest concern:** Plugging into City's technical infrastructure (hosting of custom app, leveraging shared services, system integrations)
 - ◆ How this is being mitigated:
 - As of 11/30, DT project manager appointed to project ensuring we are meeting different timelines and requirements
 - Frequent meetings with Controller's Office to work through data mappings and development of new integration points (namely a configuration sync to improve data quality by importing canonical datasets living in PeopleSoft most importantly departments, locations, job classes, etc.)

Overview of where we are at in the process



Takeaways from discovery and design

- *Research*: Findings in line with work completed during initial phase of project (2017-2018) -- recommendations primarily focused on:
 - ◆ Importance of data integrity, tracking, and reporting
 - ◆ Candidate-facing communications (e.g., explaining the process and setting expectations)
 - ◆ Development of more structured and strategic outreach efforts through candidate relationship management
- *Business assessment*: Standardized evaluation carried out by SmartRecruiters with all their clients; CCSF at **Level 2** (out of 4) which is defined as **templated and structured**; respondents reported dissatisfaction across all areas of the hiring process
- *Future-looking design workshops*: Completed seven workshops looking at the proposed future process with emphasis on **technology would allow us to automate steps in the process or expedite the decision-making process** as well as key touch points when interacting with users and **defining “moments that matter” so we can prioritize those communications**
- *Configuration*: Participated in one week of configuration sessions to understand all the functionality in the system and areas that need input, definitions, and/or decisions before launch

A few changes to anticipate

→ Highlights of things we've never done before:

- ◆ **Involving hiring managers and raters** by having them as actual users of the applicant tracking system
- ◆ **Surfacing internal opportunities** to existing employees
- ◆ Engaging with candidates via **text messaging**
- ◆ **Nurturing prospects pre-application** (using SmartRecruiters' CRM)
- ◆ Tracking application source and **measuring pass-through rates by source**
- ◆ Building off of SmartRecruiters' existing ecosystem of vendors as much as possible to **provide an integrated online experience** (online exams, DocuSign, Office365)

→ HR processes we're changing:

- ◆ **Simplifying job announcements** and re-wording them to focus more on the applicant
- ◆ **Automating the certification and referral processes**
- ◆ Focusing on communications that happen at **key points of interaction with candidates and stakeholders**
- ◆ **Standardizing interview scorecards** and tracking feedback and scoring in the system
- ◆ **Establishing and reporting on SLAs** (*putting in place infrastructure initially; TBD when they would be prototyped and implemented*)



What to expect next

Next steps

- **Setting up sandbox** of new ATS and kicking off user testing
- **Iteratively building out custom application** to address unique parts of the hiring process
- **Developing and executing on phased implementation plan** (goal is to have ATS ready to complete some initial simpler recruitments by end of February/early March)



7. Public Comment