

REPORT TO COUNTY COUNCIL

Payroll, Scheduling and Human Resources Software

To: Warden and Members of County Council

From: Director of Corporate Services

RECOMMENDATION

1. That County Council authorize the transfer of up to \$560,000 from the Corporate General Reserve to fund the implementation costs for Payroll, Scheduling and Human Resources software.

REPORT HIGHLIGHTS

- The purpose of this report is to seek County Council approval for the transfer of funds from the Corporate General Reserve to undertake the planned upgrade to the County's payroll and scheduling software and expanding the scope of the project to include human resources software.
- The planned software implementation will accommodate increasing staff levels and complexities inherent in union and non-union agreements, policies; employment standards act legislation; more robust employee functionality; and provides scalability for future enhancements.

IMPLEMENTATION POINTS

Upon Council approval, a contract will be executed with the County's preferred vendor as selected by staff through the competitive RFP process. The project is expected to begin immediately to ensure that the new scheduling solution is implemented before our current scheduling software reaches end of life (December 2025).

Financial Impact

The original project scope focused on the replacement of the County's payroll and scheduling software for the non 24/7 departments. Since the initial project approval, the scope of the project has been expanded to include the replacement of the existing Human Resources software. The scope expansion is essential to achieve the goals of the project:

1. enhance operational efficiencies through streamlining and automating processes, eliminating duplication of work, and centralizing information into a single source;
2. ensure ongoing compliance with regulations and collective agreements;
3. ensure timely, accurate, usable and relevant data collection; and
4. enhance employee satisfaction.

The costs have been broken down between base budget and implementation costs. Base budget impacts would capture funding implications of future budgets, whereas the one-time implementation costs would be one-time in nature, concluding when the project is substantially completed.

As shown in Table 1, the project cost estimate exceeds the existing budget by approximately \$560,000. The increased cost relates to one-time costs of software implementation, including the expanded scope of the project to include replacement of the County's current HR software. Ongoing software costs are expected to fall within the existing budget.

The Corporate General Reserve has a projected 2025 year end balance of \$5.5 million, therefore has sufficient funds to support this proposal.

[Table 1: Funding Summary for Payroll, Scheduling and Human Resources Software](#)

	Forecasted Cost	Budget	Budget Variance
Base Budget			
Payroll and Scheduling Software NI 2024-14	\$-	\$150,000	\$-
Current Human Resources Software	-	40,900	-
Proponent Bid Cost ²	185,000	-	-
TOTAL BASE	185,000	190,900	5,900
Implementation Costs (one-time)			
Payroll and Scheduling Software NI 2024-14 ¹	-	283,000	-
Implementation consultant, end of life transition costs, contingency and other incidentals	174,900	-	-
Proponent Bid Cost – Payroll and Scheduling ²	324,500	-	-
Proponent Bid Cost – HRIS and Talent Module ²	349,500	-	-
TOTAL IMPLEMENTATION COSTS (ONE-TIME)	848,900	283,000	(565,900)
TOTALS	\$1,033,900	\$473,900	\$(560,000)

¹ Includes a carryover from the 2024 budget of \$83,000 for available funds as software was not implemented in 2024

² Including non-refundable HST

Communications

Staff will continue to work with key internal stakeholders during the execution of this project to ensure the appropriate level of communication and outreach is maintained and all parties are updated on the project status.




2023-2026 STRATEGIC PLAN

Oxford County Council approved the [2023-2026 Strategic Plan](#) on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council’s vision of “Working together for a healthy, vibrant, and sustainable future.” These pillars are: (1) *Promoting*

community vitality, (2) Enhancing environmental sustainability, and (3) Fostering progressive government.

The recommendation in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
		<p style="color: #4CAF50;">Goal 3.1 – Continuous improvement and results-driven solutions</p> <p style="color: #4CAF50;">Goal 3.3 – Attract, retain and engage staff</p>

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

The 2024 Budget included a new initiative for a new payroll and scheduling software solution to address the impending end of service for our current software, UKG Workforce Central. The new software will provide employees with electronic payroll records, enable robust reporting capabilities, offer electronic access to schedules and timecards, and more effectively address the complex payroll needs of various employee groups. The need for the software, was primarily driven by the ‘end of life’ announcement of UKG Workforce Central (scheduling software) after December 2025. After approval of the payroll and scheduling project, the County was informed that the Great Plains/Dynamics Financial System, which is used by the County to generate payroll, is also reaching end of life, however not until 2029.

Since approval of the 2024 Budget, staff formed an internal group of subject matter experts to develop a thorough list of requirements. Through this review, it was determined that to realize enhanced efficiencies across the corporation, and to address the gaps between the current Human Resource Information System (HRIS), scheduling and payroll software solutions, a fulsome software suite that encompasses HRIS, scheduling and payroll functionalities is required. On that premise, a competitive process was launched to find a solution to meet the County’s list of requirements.

Comments

Following a competitive procurement process, the internal cross-departmental group considered bids from five proponents. Four of the five proponents best suited to satisfy the County's complex 232 business requirements hosted a four-hour demo to demonstrate their respective system's capabilities. Further demos were scheduled with the preferred proponent to thoroughly consider their ability to meet the County's complex business needs. On that basis, staff recommend proceeding with the preferred proponent, subject to additional funding approval.

Staff considered all proponents, and although each of them can meet some of our business requirements, it would not be without its challenges and issues to do so. The proponent of choice is recommended for the reasons highlighted below:

- **System Requirements:** The 232 business requirements in the RFP set out the solution "must haves" and "nice to haves" to meet our complex business needs. The preferred proponent was the only proponent able to satisfy all 126 must have requirements defined by staff in the RFP process.
- **Future integration possibilities:** The chosen vendor offers robust integration capabilities, allowing seamless connection with existing and future systems, including human resources, payroll, financial management, and scheduling platforms. Future-proof design ensures compatibility with evolving technologies, reducing the need for costly replacements or upgrades in the coming years. There is also the possibility that this solution could provide scheduling capabilities for our 24/7 operations. This will be explored further as a second phase to this project as they are not currently using UKG Workforce Central scheduling software that will no longer be supported after December 2025.
- **Customizations:** The vendor offers highly customizable solutions, enabling the system to scale as the County grows. Custom workflows, workforce management, reporting tools, and employee engagement modules ensure alignment with the County's unique operational needs now and in the future. Additionally, the solution offers advanced reporting capabilities that meet current needs while remaining adaptable to evolving future requirements.
- **Enhanced Integration for Better Collaboration:** Departments currently operating on independent systems will benefit from improved data exchange and reporting capabilities. Centralizing HR data across departments fosters better communication, transparency, and decision-making.
- **Long-Term Cost Savings:** While the upfront investment exceeds the budget, the system's advanced features reduce long-term costs by improving efficiency, minimizing errors, and reducing reliance on manual processes. The system's ability to adapt to regulatory changes, integrate with emerging technologies, and scale with growth ensures sustained value. Expanding the project scope to include HRIS replacement will eliminate duplicate employee data entry and reduce integration errors. It is estimated that seamless integration and built-in attribute checks could save payroll/finance staff over 500 hours annually.
- **Improved Employee Experience:** Intuitive interfaces and self-service tools enhance the employee experience, reducing administrative workloads for staff. The system's

advanced analytics capabilities support strategic workforce planning, contributing to overall organizational success.

The proposed software offers two key modules that our current HRIS lacks, which are talent acquisition and learning management. By implementing the proposed solution, we will avoid having to pursue different software solutions related to these two areas in the future at an additional cost and integration with our current HRIS. Long Term Care and Paramedic Services also currently have unique learning management systems, which our proposed solution could potentially replace leading to cost savings (approximately \$30,000) in those departments and centralized learning management across the organization.

The proposed software solution will also modernize our entire talent acquisition process. Currently, job applicants' email resumes, interviews are scheduled via phone or email, and interview and new hire documentation are largely exchanged via email or in person. The proposed software solution will streamline this process into one system, leading to significant efficiencies for applicants, hiring managers, and human resources staff. In addition, the proposed solution would be a single source for learning and development and talent management. In total, it is estimated to save approximately 900 hours of Human Resources staff time per year that can be better utilized for attracting and retaining our valuable staff resources.

CONCLUSIONS

The higher upfront cost is a strategic investment in the County's future, providing the adaptability, scalability, and efficiency required to meet current demands and future challenges.

It is recommended that Council approve the transfer of funds from the Corporate General Reserve to support the award for the proposed software that will realize the benefits highlighted in this report today and into the future.

SIGNATURES

Report author:

Original signed by

Carolyn King
Senior Manager of Financial Services

Departmental approval:

Original signed by

Lynn Buchner
Director of Corporate Services

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer