HR OUTSOURCING IN FLORIDA – THE NEXT CHAPTER

By David R. DiSalvo

"HR Outsourcing in Florida – The Next Chapter" updates and replaces the "The Florida Journey" and provides industry analysts, federal, state and local governments, and other interested parties with the progress of the State of Florida People First human resources (HR) outsourcing initiative. The Florida Journey was a white paper written to supplement the article "Salvage, Don't Scrap", which was published in the HR Magazine June 2011 edition.

Sixteen years after People First was born, the People First HR outsourcing initiative is in a very good place. Other large complex implementations have come, gone, and in some cases resurrected, and large system deployments continue to take place with mixed results. But People First is still standing, and standing with a proud upright posture. A colleague once said to me, "People First is the greatest story in government never told". I'm sure he said that with a lot of hyperbole in mind, but his point was that much of People First's success has never been told, or if it was told, it wasn't exactly the news that many find exciting. The purpose of this paper is to provide the details of what made People First struggle at the outset, what lessons were learned from that experience, what approaches were taken to put People First on the fast track to success, and what the exciting future of People First holds.

People First – In a Nutshell

People First is the State of Florida's self-service, secure, web-based human resource information system (HRIS), the public-facing job site, and the enterprise-wide suite of HR and insurance benefit services as performed by outsourced service center staff. The goal of People First has been, and will always be, to provide the state with an employee and manager self-service online tool, to more effectively and efficiently provide services by streamlining and standardizing HR transactional processes, and to reduce the cost of government.

The state contracts with NorthgateArinso (service provider) to maintain the People First HRIS system ("People First system" or "system"), State of Florida job site, and the People First Service Center (service center). The system streamlines and automates many of the state's HR functions and promotes paperless work processes (e.g., timesheet submission, insurance benefits transactions, and direct deposit). Prior to the implementation of People First, the state's HRIS was built on a 20-year old legacy system called COPES (Cooperative Personnel Employment System). It was only used by state HR professionals and did not allow for employee / manager self-service or 24/7 web access.

Today, People First is used by not only HR professionals, but also by state employees, managers, former employees (retirees), and job applicants. These users have the ability to review their personal and work information, and complete transactions in the system without having to call their HR office, or anyone for that matter. Or they can call a service center agent during normal work hours to receive additional assistance. Some examples of the employee and manager self-service functionality features of the system include:

Employee Self-Service	**Manager Self-Service**
• Complete timesheets • View leave balances • Establish and maintain direct deposit authorization • Maintain W-4 elections • Enroll and elect insurance benefits • View and update personal information • Acknowledge job expectations and performance evaluations	• Process timesheets for their employees • Initiate personnel actions (hiring, promoting, separating) • Advertise job vacancies • Execute management reports • View their employees' personnel information • Set job expectations and evaluate employees

The contract requires the service provider to maintain and properly staff a service center to effectively meet customer needs. Service center staff consist of service center agents that are on the first line of defense by answering incoming calls, as well as a second group of more specialized HR representatives handling cases and processing other various transactions. Generally, service center staff perform duties that state agency HR offices once handled, such as insurance benefits enrollment, appeals, refunds, reinstatements, job postings, and job application assistance.

People First supports more than 230,000 users (180,000 employees and 50,000 retirees, COBRA participants, etc.). A "user" is defined as an active or retired state employee, or others that has personal data and / or work information stored in the People First system and has received a unique login I.D. to log into the system to view, retrieve, or edit personnel information. The group includes all 35 state agencies, all 12 state universities, and all state retirees who have elected to continue with pre-tax health insurance and / or life insurance benefits.

Other People First customers include job applicants that search and apply for state positions and maintain their applications online through a separate job site portal (i.e., www.jobs.myflorida.com). Job applicants do not have to be state employees nor are they required to log into the People First system to view or apply for a job.

It is important to point out that these users use different solutions offered by the People First system, which has required additional system code customization and special interfaces to be built to capture and exchange data between various systems. For example, 33 state agencies are considered "full service" agencies, which means they have access to, and use the system for all traditional employee and manager self-service functions (i.e., payroll, time submission, leave, insurance benefits transactions, recruitment). However, two of the 35 state agencies are "partial" users and use the system for all functions except for timekeeping; instead, they use their own timekeeping system. The university and retiree groups are considered "benefits-only" users and only use the system to elect and manage their insurance benefits.

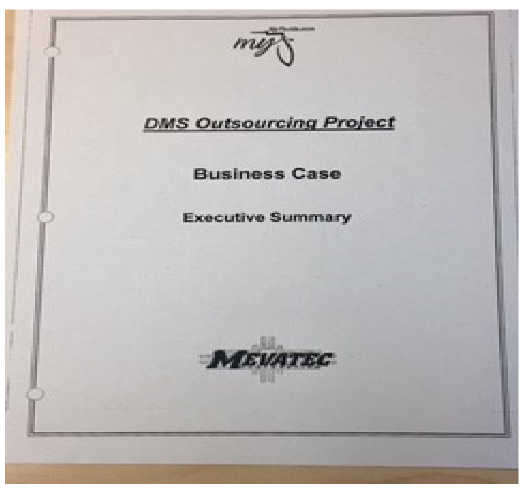
The People First system is comprised of the following modules: appointments and status, attendance and leave, classification and organizational management, insurance benefits administration, payroll preparation, performance management, recruitment, and reporting (along with a data warehouse). The main website used to access the People First system is https://peoplefirst.myflorida.com. All system modules are built on the core SAP HR software, except for performance management and recruitment which are part of the SAP SuccessFactors talent management suite. The recruitment module includes a hiring center for managers to complete and post job advertisements, and manage their applicant pool.

In addition, the service provider subcontracts with Chard Snyder for the flexible spending account / health savings account / health reimbursement account processing. The service provider integrates these separate solutions into the People First system using single sign-on technology to ensure transparency to the user. The service provider also subcontracts with EDM for printing and mailing of fulfillment services. The concept of best-of-breed is alive and well, but adds to the complexity of managing an outsourcing model.

For more information on the People First Program, see Appendix A for the People First Program At-A-Glance.

The Initial Decision to Outsource

In early 2000, the Governor at the time directed all state agency heads to explore the private sector to identify best practices and determine their applicability to state government. The state explored the potential outsourcing of personnel functions, and as with many large projects, the state went through a series of analyses and feasibility studies to determine whether HR outsourcing was the right choice for the state. This included a Request for Information document, a business case study (see below), and a business plan. The business case concluded that Florida would reap significant savings through eliminating state HR positions, eliminating the cost of re-building the legacy HR system, and achieving additional efficiencies.


DMS Outsourcing Project

Business Case

Executive Summary

MEVATEC

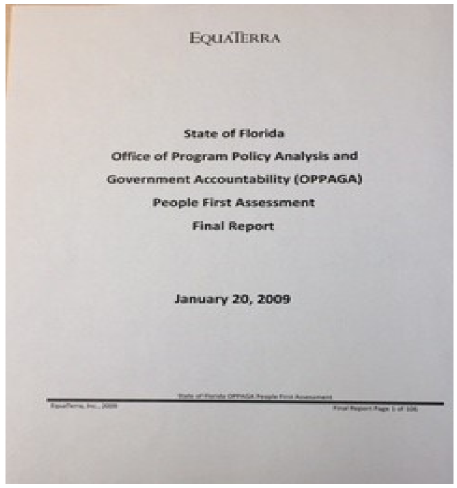
The Department of Management Services ("Department" or "DMS"), released an Invitation to Negotiate in 2001, and through a competitive procurement process, selected Convergys the following year as its service provider and SAP as the software of choice [note: Convergys assigned the People First contract to NorthgateArinso in 2010, and the term "service provider" will be used interchangeable for both vendors throughout this document]. The original contract was signed on August 21, 2002, for seven years at a cost of $278 million with up to a seven-year renewal option. It was branded as "People First". A contract amendment extended the contract from seven to nine years, and the contract expiration date was extended to August 2011 with a new estimated total cost of $350 million. The People First initiative is considered a true outsourcing model where state positions were eliminated and the execution of state business processes were delegated to a third party outside of state government; while, the state retained responsibility and accountability for the services.

The Original Contract

The original contract was deficient in many ways, but it was the lack of detailed business requirements and unrealistic deployment dates that were the most glaring. The business requirements were generally a one or two-line statement that provided no specific requirements or specifications for what was to be built (e.g., "Assist Covered Population in obtaining State and Covered Entities benefit-related documents"). Huh? With very little business process reengineering and standardization occurring at the outset, and a lack of specificity on what was to be developed, the service provider coded the system with the rules and business processes in place at that time. To care for that challenge, the service provider had to customize, customize, and customize the SAP HR solution.

Customization included developing code to support six different personnel systems (Justice Administrative Commission, Legislature, Lottery, State Courts System, State Personnel System, and Universities). Customization also included developing code to support four pay cycles, seventeen collective bargaining units, eight variations of the Fair Labor Standards Act (FLSA) work schedules (timesheets) and over 600 file interfaces to exchange data between the People First system and external systems (e.g., State of Florida Department of Financial Services, university personnel systems, insurance carriers). The customization frenzy resulted in increased system testing complexity and risk, more service provider resources needed for application management services, and inherently greater long-term contract costs.

The service provider has performed an extensive number of customizations to both the system platform (back-end solution) and web application servers (front-end solution). This was independently confirmed when the State of Florida Office of Program Policy Analysis and Government Accountability (OPPAGA) People First Assessment Final Report, dated January 20, 2009, recommended "standardization of the different rules and regulations that govern personnel practices at the state today. As an example, People First must administer varying leave and attendance policies across six different personnel systems that exist today within the state, adding considerable complexity to personnel service delivery.” (see below)


EquaTerra

State of Florida
Office of Program Policy Analysis and
Government Accountability (OPPAGA)
People First Assessment
Final Report

January 20, 2009

The original contract required the service provider to deliver three key services (recruitment, payroll, and human resources administration) within nine months, and the fourth service deliverable, insurance benefits administration, was to come online shortly thereafter in January 2004. This timeframe was overly-optimistic given the system’s complexity and the high degree of SAP customization required. The recruitment module was released on time, but the other three modules were delayed approximately one year. The state took a staggered implementation approach between monthly and biweekly pay cycle agencies in an attempt to minimize disruption; however, even with a one-year delay, the system was not fully functional and employees experienced various issues, such as salary under / over payments and health insurance cancellations. The “as is” assessment, blueprinting, system development and rushed implementation period (August 2002 to January 2005) was completed in 28 months.

At the same time, 862 state agency HR positions were eliminated and the associated salary dollars were redirected to fund the People First contract. State agencies now had 70 percent fewer positions on average in their HR offices, but the new People First system had not been made fully operational. The employees remaining in the HR offices not only had to perform their own work on a system not fully operational, but also had to perform the work of those who had departed. The State of Florida Office of Efficient Government Report No. R08-002, dated January 17, 2008, reported; “The state experienced implementation related problems due to poorly defined service requirements, lack of proper agency training, attempting to implement a system that was not fully functional and a compressed implementation schedule." (see below)

Crisis Mode

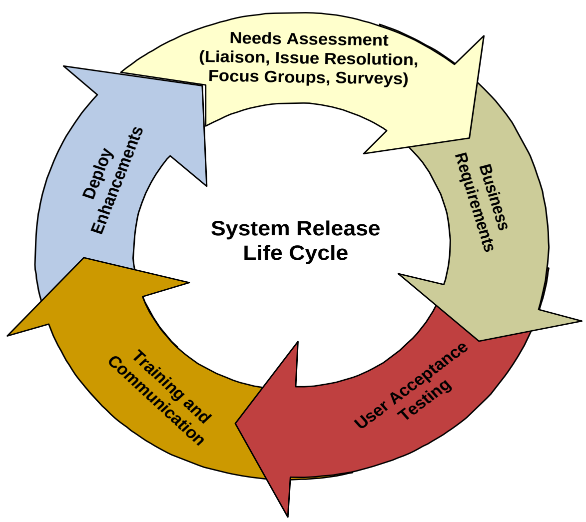
In the early years, the Department and service provider (Parties) were in daily crisis mode and were forced to address daily operational issues, instead of planning for the next stage of system enhancements. Employees were complaining and the media was reporting one story after another as it related to salary under / over payments and health insurance cancellations. Articles were also questioning whether outsourcing could be successful.

Perhaps the most controversial issue of the People First Era raised its head in December 2005. The service provider notified the Department that a subcontractor had outsourced the indexing of imaged state employee personnel records that contained confidential information to a company operating in India. This activity was known as "off-shoring", which is not an acceptable practice in the State of Florida. DMS hired an independent consultant to focus an audit on this allegation. In January 2007, the audit determined deficiencies existed, but found no evidence that any State of Florida confidential or personal employee data was compromised or breached as a result of this off-shoring incident. Although that was welcomed news, the trust necessary to forge a successful partnership was at an all-time low.

Rebuilding the Foundation

In 2005, the Department created a "People First Team" (funded out of existing DMS positions) to act as the contract manager, and in many ways a project manager, over the People First contract. Existing DMS staff resources were few and far between, and there had never before been an official contract management unit created to oversee arguably the largest public HR outsourcing initiative in the country. It was time to stabilize People First and move forward to the path of recovery. Creating a DMS People First Team (and later named the People First Division or "PF Division") was essential in laying the groundwork in turning the ship around. The PF Division is responsible for contract management, procurement management, strategic planning, service center oversight, system and data warehouse design (developing the state's system business requirements), system user acceptance testing (UAT), communication, training, and other customer support activities.

The PF Division was fully in place and a formal system release life cycle was now being used between both Parties. This process was a key component in clearly identifying the state's business needs and ensuring that the service provider developed system enhancements to meet those needs – no more one sentence scope of work statements. The system release life cycle process begins with a thorough needs assessment and ends with deployment of a system enhancement (see below).



Defining clear business requirements mandated a thorough customer needs assessment. The PF Division embarked on an aggressive plan to meet with all state agency and university customers and get their input on the status of the system and service center, and to identify what changes were necessary to truly meet their needs. It was a chance for customers and stakeholders to identify problem areas and successes in a system that they had now been using for a few years now. At the conclusion of this needs assessment, the PF Division logged customer comments and balanced individual agency needs against the larger enterprise view. The system was already highly customized and it was important going forward to standardize business rules and practices as much as possible. The needs assessment also included agency focus groups on specific issues, surveys, and other tools to capture and track user needs.

The Trifecta (2008 – 2010)

Once very structured project management processes were put in place, three very important events occurred that would forever reshape the People First Program. The first was executing a major contract amendment to the original contract, otherwise known as Amendment 10 in May 2008. This 20-month negotiation between both Parties resulted in significant changes and improvements to the contract at no additional cost to the state, such as:

- License to use the intellectual property in perpetuity
- 135 new system enhancements and a complete system upgrade
- Security improvements
- Transition planning
- Past claims settled

Most significant of these achievements was the ability for the state to use all the intellectual property developed for the People First system. It gave the state options that it never had before. Upon contract expiration, the state now had the option to continue using the existing People First system and its many customizations built specifically for the State of Florida in either a continued outsourcing model, a fully insourced model, or somewhere in between. These new options (e.g., in-sourcing or a new vendor hosting People First) were not real possibilities under the original contract, since the state did not have the ability to license the intellectual property. The original contract had a key phrase that limited the state’s ability to have flexibility at contract expiration. The phrase stated, “The Department acknowledges and agrees that the Department is contracting with Service Provider for Service Provider to provide Services only and not for Service Provider to create or develop anything”. Amendment 10 replaced that requirement.

The second event was renegotiating the original contract and executing the last five years of the renewal option. In January 2009, the State of Florida Office of Program Policy Analysis and Government Accountability (OPPAGA) conducted an independent study of People First and recommended that the Department renegotiate the contract and all currently outsourced components remain outsourced.

From that recommendation, in March 2009, the Parties began formal negotiations to renew the contract and both Parties agreed to a “shared vision” for contract discussions that included reducing contract costs, enhancing the comprehensive offering of HR services, and improving accountability. On December 8, 2009, the Parties agreed to execute the remaining five-year renewal option, which extended the contract expiration date to August 2016, and resulted in the following main achievements:

- Reduced contract cost by $45 million
- Avoided annual escalation costs
- Improved People First Service Center and system performance
- Strengthened service provider performance metrics
- Included 22 new major system enhancements
- Provided system development hours allotted for future system enhancements
- Avoided significant risk of service disruption to more than 230,000 users
- Avoided significant implementation and transition costs

The third important event was the July 2010 system upgrade. For over two years, the PF Division partnered with the service provider to develop state business requirements, make system code changes, perform user acceptance testing, deliver communication and training materials, and deploy over 135 new system enhancements that were provided through Amendment 10. Highlights included new branding, images and navigation links, improved security logging, new timesheet, and upgraded SAP, Oracle, and Talent Management software.

The entire 26-month system upgrade planning and development period (May 2008 to July 2010) rivaled the initial 2002-2005 “go live” period in terms of complexity. First, the People First system was upgraded from older technology to the latest SAP software. Second, hundreds of batch jobs moved from the development environment to the production environment in a compressed time frame, as opposed to spreading the enhancements over a longer period of time. Third, the system was off-line for an extended period (one work week) for the upgrade to occur. Finally, the release affected all 230,000 People First users, with a new login screen, home page, and timesheet.

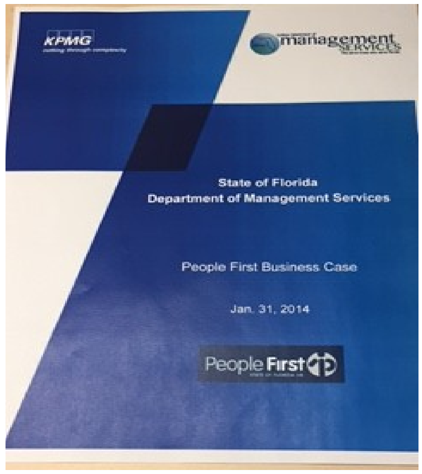
With any major system upgrade, adequate planning can significantly improve the opportunity to “hit a home run”, and in this case, successful implementation depended largely on the commitment and partnership between DMS, the service provider, and the state agencies. The system upgrade process went extremely well, allowing the People First system to come online one day earlier than planned. It’s not every day that one can describe a system upgrade as “going better than expected”, but that is exactly how this scenario played out.

The Planning & Procurement Period (2010 – 2016)

The PF Division keeps an updated People First Timeline to plan at least five years out and this timeline is updated on a regular basis. Immediately following the July 2010 system upgrade, the PF Division began focusing on significant planning, planning, and more planning activities through contract expiration (August 2016).

During this time period, the state still had some significant system enhancements to deploy such as moving from a paper-driven medical reimbursement process to a flexible spending account debit card in January 2011; and in 2013, when the state released a new performance management module and implemented the remaining 20 system enhancements from the contract renewal negotiations. But the main focus was on planning for the next generation contract.

In 2013 the Department hired an outside vendor to conduct a business case as required by Florida Statutes and in January 2014 the vendor submitted its business case report to the Legislature (see below). The primary recommendations concluded (1) that the state HR functionality remain on the SAP platform, and (2) that the state continue to utilize a comprehensive outsourcing option for HR services utilizing the SAP platform. Although not part of the primary recommendations, the vendor reported the State of Florida had saved money as compared to the cost structure prior to outsourcing, resulting in an estimated direct cost savings for the contract period fiscal year 2002-03 through fiscal year 2015-16 of $60.33 million. Also, they reported that considering assumptions inherit in outsourced cost savings modeling, the estimated total cost savings / avoidance for this period was $246.92 million.



Immediately following the release of the business case report, the Division moved into Invitation to Negotiate (ITN) development mode. This activity encompassed developing standard Department ITN requirements, the desired contractual terms and conditions to be included in the next generation contract, and detailed documentation of the functionality currently supported in People First (i.e., "As Is" requirements). The ITN totaled 932 pages, with the "As Is" requirements totaling more than 600 pages of system and service center functionality descriptions. The ITN development effort also encompassed building business requirements (i.e., "To Be" requirements) for new system functionality that met previously unanswered needs of system users and filled the remaining gaps to complete a comprehensive HRIS. Focus groups between agency, DMS, and other stakeholders were held to develop these new business requirements.

Prior to the ITN being released in January 2015, the Division conducted a Vendor Forum in November 2014 to engage interested and potential HR outsourcing companies, and incorporate any additional nuances of the technology and services brought forward by the vendor community into the ITN document. This step was a critical activity in communicating various aspects of the upcoming ITN procurement process and to ensure the ITN draft was on point.

From ITN release to the execution of the new contract, the Department followed the traditional ITN process of an evaluation phase and negotiation phase. These phases were very structured and involved. An important aspect of the negotiation phase was conducting site visits of locations where services would be performed to really get a good understanding of how services would be provided. This included visits to potential service centers, primary data centers, and disaster recovery data center sites. In November 2015 the negotiation team made a recommendation for contract award to NGA and a contract was executed with an effective date of August 2016. The new contract resulted in the following successes going forward:

- Cost savings of $27 million for the 5-year term and $70 million for the 10-year term (if the 5-year renewal period was exercised).
- Optimized the state's existing investment (intellectual property) in SAP software, leveraging the latest available technology.
- Greater vendor transparency (e.g., costs, staffing, licensing, processes) and accountability (e.g., strengthened metrics).
- Increased HR system functionality – a transition to a more robust talent management software product for the job site, hiring center, and performance management systems; a major SAP technical and portal upgrade; a transition to a new SAP Business Objects reporting tool; and a new learning management system and onboarding system.

The PF Division (including Evaluation and Negotiation Team members) dedicated more than 8,000 hours over 22 months preparing for and executing the People First Next Generation ITN. The procurement process and final outcome was considered a success and best practice by many. To understand the work effort and intricacies of what it took to navigate through the entire procurement process, the following is a list of key success drivers that the Division addressed along the way:

1. **Extensive Planning** – The PF Division spent a significant amount of time planning prior to the release of the solicitation. As an example, as far back to the summer of 2012, the PF Division submitted a Legislative Budget Request issue to hire a consultant (for fiscal year 2013-14) to complete the business case. This activity occurred four years prior to the expiration of the contract.

2. **Created a Competitive Environment** – To ensure more than one vendor bid on the solicitation and for the state to receive "best value", the Department took the following steps:
    a. Advocated for and received transition funding

b. Developed a comprehensive system and service center "as is" description, so that all potential bidders would have full and equal access to how the system was built and the various processes in place
c. Developed a roadmap of anticipated projects and timelines to clearly explain the vision of People First
d. Held a vendor forum to provide information and seek vendor input
e. Negotiated with multiple vendors to drive cost down and improve solution results

3. **Strong Leadership Support** – The Department's executive leadership was fully supportive of the procurement process and the structure in place to allow for an impartial and thorough evaluation and negotiation.

4. **Kept Legislative and Executive Office of the Governor Staff Informed** – The PF Division provided regular updates to Legislative and Governor's office staff before and after the procurement. A timeline was always discussed as the primary focus of the meeting (i.e., what was coming as well as what funds we would be requesting in the future). These updates:
   a. Built credibility (i.e., we knew what we were doing and were planning appropriately)
   b. Allowed Legislative "buy-in" to the Department's procurement needs (e.g., funding for business case, funding for procurement consultant, funding for transition dollars)
   c. Maintained constructive, strong relationships with Legislative and Governor's Office staff

5. **Knowledgeable PF Division Staff** – Maintained a strong, core team of knowledgeable staff that:
   a. Fully understood the existing solution
   b. Performed significant research to understand the industry landscape
   c. Held focus groups with stakeholders (primarily agencies) to understand future needs
   d. Were available as subject matter experts during the procurement process, when needed

In order to have knowledgeable staff, the PF Division has had the good fortune to maintain a stable core group of staff that had been fully involved with the People First initiative from the outset.

6. **Broad Representation of Subject Matter Experts Selected as Procurement Evaluators** – The staff chosen to be the procurement evaluators represented a cross-section of key stakeholders with the appropriate level of knowledge and skill (e.g., Department of Financial Services, Division of Human Resource Management, PF Division). This allowed the evaluators to avoid having to get "up-to-speed" on the subject matter.

7. **Knowledgeable Procurement Negotiators** – The staff chosen to be the procurement negotiators were very knowledgeable of the existing solution, industry, and future needs. This allowed the negotiators to avoid having to get "up-to-speed" on the subject matter and also allowed the state to have representatives that knew as much, if not more, than the vendors that they were negotiating with.

8. **Outside Legal Counsel Assistance** – The Department had both internal and outside legal counsel engaged that shepherded the evaluation and negotiation teams through the procurement process. Outside legal counsel guided the teams through potential pitfalls, understood the vendors' position, and provided additional subject matter expertise (i.e., intellectual property).

9. **Engaged Procurement Consultancy** – The Department hired a procurement consulting vendor to oversee the evaluation phase and scoring. The vendor was able to bring their national expertise, knowledge, and credibility to this process.

10. **Additional Procurement Process "Best Practices":**
    a. Procurement Officer was sole contact for vendors. This ensured consistency in what was communicated to vendors and what was communicated to negotiators. This worked best when only one person was responsible for contact (i.e., no shared responsibility or shared email box in departmental purchasing).
    b. The negotiators took site visits (9) to vendors' service centers and data centers to meet their staff and understand their proposed structures. It is one thing to

"read" a proposal, but it is another thing to actually "visit" the site and see what is being proposed.

c. Early negotiation sessions were structured as detailed demonstrations. This strategy avoided sales pitches and forced vendors to demonstrate their understanding of the requirements and show how their solutions would meet each requirement.
d. The negotiation team requested seven versions of price proposals and didn't settle on a final price until completely satisfied that the price provided the state the best value.
e. Intellectual property ownership was used as a leverage point at the end of negotiations to ensure all intellectual property was owned by the state (not just "licensed").
f. All public meetings were scheduled well in advance, anticipating the need (sometimes only to cancel). The negotiation team was never left waiting for a public meeting to be scheduled (notice requirements) that could have delayed the procurement.

The Next Generation Contract (2015 – 2018)

A transition to another service provider was not needed so the Parties spent the next 10 months (November 2015 – August 2016) making sure that plans were in place to successfully implement new requirements and major system enhancements. In fact, the Parties agreed to expedite the Flexible Spending Account (FSA) and Health Savings Account (HSA) transition a year early. A FSA / HSA transition was planned for in the ITN and final contract, but instead of waiting for the new contract to go into effect, the state transitioned from the previous FSA / HSA subcontractor to the new vendor six weeks after contract execution. This transition occurred on January 2016 instead of January 2017 and the benefits of moving the date up a year were two-fold: (1) immediate process and customer satisfaction improvements following contract execution; and (2) allowed the Parties to focus on the talent management transition for most of 2016 (and the first month of 2017) -- this prevented the Parties from being resource-thin if the FSA / HSA transition was occurring at the same time as the talent management transition.

The new contract became effective August 21, 2016, and immediately, new strengthened performance metrics and other new processes were put in place. In addition, a major systems project roadmap was a big part of the new contract that provided very clear direction on the significant system enhancements that the service provider was responsible for deploying (see Appendix B).

The greatest immediacy after the contract took effect was the required transition from the previous talent management vendor to a new talent management vendor. This transition occurred in January 2017 with very successful results. The modules and type of services transitioned included performance management, State of Florida job site, and manager hiring center. The good news was that these three modules had been in place for a considerable amount of time and users were already accustomed on how to use the products. Users already had a good working understanding of these systems and would not have to re-learn the fundamental concepts and major process flows. The applicant job site and manager hiring center were the first modules implemented in 2003 and there had been a major upgrade in 2010. The performance management module included both the performance expectation setting process and the end-of-year performance evaluation of the employee. It had been around since July 2013.

Ironically, the bad news was similar to the good news in that the three modules had been around for a considerable amount of time and users were already accustomed on how to use the products. Yes, users had a good fundamental understanding of these three modules, but now they would have to “retrain the brain”. The new talent management solution looked different, had a slightly different navigation path in some instances, and although we implemented new and enhanced features, a significant amount of change management had to occur to ensure applicants, employees, managers, and HR staff were prepared for the change. Implementation activities included significant communications with stakeholders, a significant number of training materials developed (three e-briefing videos, four user guides, three frequency asked questions documents), Independent Verification and Validation oversight, three separate go/no go decision milestones, and post go-live activities (12 PF Division-led help sessions).

The People First Portal Upgrade

Now it was time to tackle the most difficult and complex system undertaking the Program had ever experienced. It was the portal upgrade. This upgrade was deployed in March 2018 and significantly changed how the system functioned, how users navigated, and how the system looked. It was a brand-new look and feel, and gave the PF Division the opportunity to roll-out a system that was much more intuitive. Years ago, customer-centric systems could get away with a portal being somewhat difficult to use and not pleasing to look at from an aesthetic standpoint, as long as the system effectively performed as designed. However, with the advent of Apple, Amazon, Google, and others leading the way, customer-facing systems not only have to effectively perform as designed, but they also have to be very intuitive and aesthetically pleasing. Customer expectations have changed. "Never focus on form over function, but FORM does matter."

In preparation for the portal upgrade, the Parties decided to move up the technical upgrade instead of doing it at the same time as the portal upgrade. A technical upgrade was one of the major system projects described in the People First contract scope of work and was completed successfully in June 2017 without much fanfare. The technical upgrade was a behind-the-scenes system and hardware upgrade that allowed both Parties to then solely focus on the portal upgrade from that point forward. In terms of hardware, the service provider upgraded from Netweaver 7.0 to Netweaver 7.5. The service provider also updated the SAP software from ECC 6.0 to ECC 6.0, EHP 8. Both Parties were in agreement that moving up the date of the technical upgrade reduced the risk to the portal upgrade and increased the likelihood of its success.

The portal upgrade preparations took place over a 26-month period; from new contract execution (November 2015) to portal upgrade post-deployment (April 2018). The new contract was the catalyst for the portal upgrade since the upgrade was one of the major system projects included in the contract. The contract provided detailed system requirements, but it was the Functional Gap Analysis & Strategy Workshops that provided the true meat to the project, in terms of functionality and aesthetics (look and feel).

Similar to the People First Next Generation ITN, the entire upgrade process and final outcome was considered a success. In fact, we saw immediate improvements. For example, for the first two weeks of post-deployment, 17,045 password resets were done online out of 18,437 total resets (92% online rate), which positively impacts employee self-service adoption rates. Also, for the first three months post-deployment, the service center saw a 27% reduction in total calls. The overall portal upgrade processes that we implemented could be replicated in other system launches throughout the state and the following is a description of some of the key areas that the PF Division focused on:

1. **Significant Planning** – The PF Division had already conducted a significant amount of planning during the ITN process that included (1) specific requirements for the portal upgrade that were result of the PF Division's knowledge of what was needed, as well as (2) negotiations with the service provider on what was technically feasible. And leading up to ITN formation and beyond, from 2013 to 2016, the PF Division held various focus groups with state agencies to determine system requirements (e.g., in the areas of compensation / classification management, leave management, and others). Focus groups allowed the PF Division to ensure system user needs would be met with the portal upgrade.

2. **Functional Gap Analysis & Strategy Workshops** – These workshops were included in the People First Next Generation Roadmap as a critical and major system project because it laid the foundation for the technical and portal upgrades. The 10 workshops occurred from January 2016 to July 2016 and included PF Division staff, service provider staff, key SAP subject matter experts, and other stakeholders from the Department and various state agencies. The purpose of the workshops was to:
    a. Gain a clear understanding of the status of the People First system, current customizations, current requirements, and areas where the system code could revert back to standard-delivered SAP functionality and configuration.
    b. Identify process areas and opportunities for the state to harmonize, standardize and change processes, leverage mobile-enabled transactions, and enhance system usability.
    c. Use the results from the workshops to develop a detailed approach and roadmap for implementing a more robust, streamlined, cost-efficient, and cost-effective People First system portal.

3. **Re-evaluating, Re-adjusting, and Setting Realistic Deployment Dates** – A key lesson learned from the original People First system implementation was that an overly-optimistic and compressed implementation schedule, given a system's complexity and high degree of SAP customizations, can lead to a myriad of problems. This was also noted in the State of Florida Office of Efficient Government Report No. R08-002, dated January 17, 2008.

Initially, the People First Next Generation Roadmap contemplated an August 2017 deployment date for both the technical and portal upgrades. However, following the Functional Gap Analysis & Strategy Workshops, both Parties recognized that it was important to reduce implementation risk where possible, and give enough time to roll-out a new People First system that was considered a significant improvement over the existing system, on day one. Two events occurred – the technical upgrade was separated from the portal upgrade, and was completed earlier than originally planned, and two, the portal upgrade deployment date was moved to March 2018. The move to March 2018 was critical to ensure users were prepared for the change (communication and training), and that the system (hardware and software) was extensively tested prior to launch.

4. **Seasoned Project Management Expertise & Focus** – It was important that both the PF Division and service provider staff have significant experience in managing projects and understand the many nuances and pitfalls that can derail a project. Although a small team of 15 employees, the PF Division has four staff members PMP certified. In addition, many of those that don't have the PMP designation credentials behind their title are very experienced in managing various type of projects. The PF Division have a total of 337 total years of state experience with 131 years of PF Division tenure. Similarly, the service provider ensured that very seasoned project managers were part of the project management team as well as key functional analysts and system code developers that had significant experience with the People First system. Effective collaboration and a healthy working relationship between Parties is a must and both Parties were committed to a successful deployment. More importantly, there was very little staff turnover during the project, from beginning to end, which is key to mitigating implementation risk.

5. **Effective Project Management Tools** – From the outset, the service provider developed a thorough Technical Project Plan followed by a Service Center Readiness Plan, Cutover Plan and Contingency Plan, while the PF Division developed a Communication, Training, and Testing Plan. These plans were developed with input from both Parties and set the stage to what was to occur. The Parties communicated frequently on updates and changes to the plans and ensured the communication flowed freely. I like to say that we "develop thorough plans, manage to the plans, and modify as needed". Having the

mindset to allow for the flexibility to modify the plans as new information is learned, is important, but make sure everyone is fully aware of the changes.

From the PF Division experience, a system launch is significantly more successful if the client is responsible for communicating the changes, training users of the change, and coordinating user acceptance testing (UAT); hence, that is why the PF Division was responsible for developing and managing the Communication, Training, and Testing Plan. The reasons were threefold. First, the PF Division had excellent relationships with its primary user group (agency HR staff) and had already forged open lines of communication and trust. The PF Division understood the most effective way to communicate with its users. Second, by taking ownership for developing training materials and for holding training sessions, the PF Division was forced to truly know the material and to be able to competently answer difficult questions. Lastly, coordinating system UAT gave the PF Division key insight into potential usability issues that were fixed prior to launch.

A unique project management tool used by the PF Division was an Agency "Go-Live" Readiness Checklist. The purpose of the checklist was to provide state agencies and other benefit-only user groups a concise list of critical readiness activities prior to the portal upgrade; activities such as, data clean-up, communications, user acceptance testing participation, PF Division-led HR training participation, and other go-live readiness activities. We wanted to spell out exactly what needed to be accomplished from the state agency end, so there was no confusion. Agencies should not have to hunt down information or try to figure out what to do. The checklist was a perfect tool to do that. Of course, we were more than happy when an agency went above and beyond those tasks listed on the checklist to ensure their agency was prepared.

The checklist included specific activities, due dates for each activity, and a column beside each activity for the agency HR director to initial that each activity was completed. In the end, the entire checklist was initialed and certified by the agency HR director by a certain date to make sure the overall portal upgrade project plan stayed on schedule. The result was that we received certified checklists from all agencies and the other benefit-only user groups on time. The checklist was a simple but very effective tool, and is something that other project management teams could benefit from.

6. **Sound Project Management Practices & Processes** – Very disciplined project management processes were crucial to the project. We designed six separate "stage gates" or key milestones activities that had a specific date tied to them. Each stage gate had to be successfully completed before the project team could move on to the next stage gate. The first stage gate was receipt of certified checklists from every agency and benefits-only user group. This stage gate provided the project team with the confidence that these stakeholders took their responsibilities seriously and understood that they were ultimately accountable for ensuring their employees were properly prepared for the new and improved People First system. The second stage gate was the PF Division's official sign-off of UAT. The service provider needed assurances that the state officially approved of the new code they would be migrating too.

   Once this was signed off, the Parties moved to stage gate #3. This stage gate was a joint session between the Parties executive leadership and key project team staff. The sole purpose of this meeting was to ensure everyone understood what would be occurring over the next 45 days and to give everyone an opportunity to ask questions, share concerns, or provide clarification on key issues. We wanted everyone to be on the same page prior to bringing the system offline for the upgrade. The fourth stage gate was simply the service provider's officially notification to the state the upgrade was completed, the service provider had successfully validated the new system functionality, and they were now handing it over the state for additional validation.

   Stage gate #5 consisted of the PF Division performing additional validations in the new production environment. Once that was completed, the Parties held one last joint session to ensure everyone was comfortable with removing the splash page and opening up the new system for use. This was the sixth and last stage gate. These stage gates provided a clear direction on what had to be accomplished and by when, and gave stakeholders ample time to share concerns and correct any issues before moving to the next process stage.

   Once the new system was deployed, a very, very important activity took place – "hypercare". This activity involved a team of PF Division subject matter experts (SMEs), key service provider system staff, and service center staff collectively working together to troubleshoot any issues that would present itself post-deployment. We knew that no matter how well we planned, tested, trained, and communicated, there were going to be unexpected issues to deal with. For the first two weeks after deployment, there were over 560,000 logons. The volume was staggering and the team worked daily for weeks onsite at the service center to make overnight changes to system code, to update the service center phone representatives' online reference guide, and to provide additional communications to agency HR staff. By staging the team at the service center, calls would come in to service center agents who would then quickly relay any potential system issues to the team to triage. This is one practice that could and should be replicated for any large system deployment.

7. **Significant Testing** – Testing activities took on many forms throughout the process. In the beginning stages, the service provider used their quality assurance (QA) environment for testing newly developed code. The PF Division also had access to the QA environment for the first time which enabled the state to have input and the ability to test sooner in the process. Once the code was approved by the service provider, and all defects had been corrected or accepted, it was moved to the service provider's user acceptance testing environment. It is in this environment where two key activities occurred.

   The first was that the PF Division ran thousands of test scripts to identify defects that were then corrected before bringing in agency HR staff to test. Then, the PF Division invited agency participants (29 agencies and 169 participants) to help test the new functionality and encouraged agency staff to try to "break it." In other words, agency HR staff tested the newly developed functionality to help identify defects that were not identified earlier and used the UAT sessions to ensure that the new system met their unique agency situations. The entire testing process, from QA testing to the end of UAT lasted 16 months (Nov. 2016 – March 2018).

   Testing also included system hardware performance testing and system software penetration testing. The purpose of performance testing was to ensure the new system architecture would be able to handle the load from system users, especially on the first couple of days following the 10-day system migration downtime; as well as other peak times throughout the year, such as Open Enrollment. Based on the results of the testing, the service provider made enhancements to its system infrastructure. The purpose of penetration testing was to ensure there were no security vulnerabilities, flaws or risks that could be present in the new environment. Based on the results of the testing, the service provider made configuration updates to close any potential gaps.

8. **Significant Communication Efforts** – Communicate, communicate, and communicate some more. A good trait about communication is that it is usually free and it's never too early to start. But you do have to be cognizant of the saturation point where communications go in one ear and out the other, and the message is no longer being heard. We made sure to monitor for that, and although we pushed the envelope, we made sure not to exceed that point. The reason that "communication" is the first word used in the title of our project plan ("Communication, Training, and Testing Plan") is because of the laser focus we gave to communicating with all users and other stakeholders. A key point is that the PF Division, not the service provider was responsible for communications. The reason was three-fold: (1) we know our user base better than anyone; (2) after working together for many years, our users trust us; and, (3) managing the communications process forces our Division to really understand every little detail of the project.

   Communications came from various levels of DMS to all the different People First user groups. Some examples include emails from the DMS Secretary and Chief of Staff to their counterparts in the state agencies, emails and presentations from PF Division staff to agency HR staff, legislative staff briefings, and updates to agency Chief Information Officers and agency Administrative Service Directors. We also developed system-generated emails that were sent directly to users describing the changes and reminding them of the impending downtime. The PF Division developed many informational documents that were sent to various stakeholders, such as a comprehensive system release document, an agency-required technical updates document, and a comprehensive system downtime impact document. And these were strategically sent multiple times.

   A very critical component to this communication effort was the engagement of the DMS communications office. It was a great having their expertise involved as well as having another set of eyes in reviewing the materials. The DMS communications office also put together a communications package with various email and newsletter examples that was sent to the agency Communication offices. The purpose was to give state agencies as much information as possible and to avoid having 35 agencies having to reinvent the wheel when they were communicating to their employees. As mentioned earlier, one of the readiness activities required in the Agency “Go-Live” Readiness Checklist was agency communication. Lastly, we made sure that all communication documents were housed on the DMS PF Division dedicated portal upgrade web page for users or agency HR staff to peruse, or in many cases, for state agencies to use the information for additional internal-agency communications.

9. **Significant Training Efforts** – To train over 230,000 users was not realistic, but the concept of “train-the-trainer” was palatable, especially with the training materials that had been developed. The PF Division held face-to-face training sessions with over 300 agency HR staff participants, and each session consisted of an overview of the new general system changes followed by a specific topic in the different HR areas (i.e., appointments and status, insurance benefits, org management, time and attendance, and payroll). The PF Division designed these topic-specific sessions to ensure the proper amount of attention and detail was given to each area. This gave agency HR offices the ability to send their SME to sessions relevant to their SMEs day-to-day duties.

   Now it was up to the agencies to train their employees from the knowledge they acquired from the PF Division-led training sessions. Again, the concept of “train-the-trainer” was being deployed. It was up to each agency to determine the best methods for training their employees, and of course, this activity (agency-led training) was part of the Agency “Go-Live” Readiness Checklist. The PF Division made sure that all training materials were housed on the DMS PF Division dedicated portal upgrade web page for users or agency HR staff to use for their own internal training activities (i.e., Introductory video, 2 e-briefing videos, 2 user-guides, 7 HR training documents, 6 FAQ documents).

10. **Strong Leadership Support & Governance Structure** – An initiative, to the degree of complexity in this project, is not a success unless there is strong leadership from the executive leaders from both Parties. From the outset, the PF Division briefed the Department’s key leadership team on how the project was taking shape. Monthly

executive leadership briefings gave the PF Division an opportunity to modify its Plan early enough in the process to address any guidance given in those meetings. It also allowed the PF Division to generate excitement with the new enhancements, especially the new aesthetics. A key point is to try to avoid having this monthly meeting cancelled, which happens in organizations with other important priorities. If that does happen, try to get it rescheduled quickly to maintain a regular cadence. Even if there is not a heavy agenda, there will always be a nugget of information that will be shared that can make a difference in the success of the project. Just make sure you go into the meeting with an organized written agenda, easy to follow project plan key updates, and relevant demos.

The Department's executive leadership team was engaged throughout the entire process and that became very apparent as the launch date was getting close – the leadership team knew enough detail to advocate and explain the finer details of the release to their agency counterparts. This added a level of comfort and credibility to the project, since it was fully backed by the Department's key leaders. Similarly, the service provider's key leadership staff were fully engaged as well and understood the complexity and importance of providing key knowledgeable SME resources to the project.

People First Service Center Oversight

When the word "People First" is mentioned, most folks think of the People First system or State of Florida job site as opposed to the service center. The service center is often overlooked when describing the People First program, but its importance cannot be understated. Many times, it is the only interaction a user has with the People First program and that interaction needs to be a positive one.

The service center is located in Tallahassee, Florida. The close physical location of the service center to where the PF Division is housed (Tallahassee, FL) was intentional. For contract monitoring purposes, the close location has allowed PF Division staff to be more hands-on. The benefits are many, and include most notably, transparency in service center operations and greater immediacy in identifying and correcting issues. It's not that contract monitoring is impossible when performed remotely (for service centers that are physically located elsewhere), but there is an added benefit being able to frequently put a set of eyes on what is occurring as well as dealing with issues face-to-face.

From a technology perspective, the service center has a computer telephony integration tool that is used to validate callers and an interactive voice response system that routes calls evenly through the service center. All calls are recorded and the calls are stored in a call recording database. The agents use a custom-built system to notate calls, and to track, route and monitor pending cases. Another custom-built system is used by agents to look up information as they assist callers.

Over the many years of overseeing this program, it has become clear that the more complex the state policies, procedures, or services, the more difficult it is for service center agents to effectively service the state's user groups. It takes a significant effort to keep service center agents trained in the latest information to ensure they are providing accurate information. Service center agents must not only be knowledgeable and trained on People First system navigation, but must also know the details, differences and nuances of the state program. By far, the most complex area is insurance benefits administration. There are multiple Health Maintenance Organizations, a Preferred Provider Organization (PPO) plan, a vision plan, multiple dental plans, and many other supplemental plans. There are various coverage levels, premium amounts, and COBRA, retirees, surviving spouse, and spouse program participants that all have their own unique distinctions.

Answering questions or handling cases for this level of complexity is not an easy task, but it is what is required under the contract. Not all service center agents must be knowledgeable in every HR or benefits administration area, since the service center has different agents designated and trained with primary and secondary areas of expertise, but for the areas they are responsible for, it is important that they are "experts". Users wouldn't be calling the service center if they already knew the answer.

Another observation from the many years of overseeing the program is that effective contract monitoring is essential for ensuring the service center performance is meeting the state's contractual requirements and that continuous improvement is taking place. But it is a balancing act between being fully entrenched in the day-to-day activities of the service center and allowing service center staff to do their job without having to spend a lot of time responding to questions or requests for information from the state. The Division has built effective contract monitoring service center oversight processes into the Program that are described below:

1. **Joint Call Calibration Sessions** – On a monthly basis, the service center is responsible for sampling a percentage of calls to determine whether the calls are successful and uses an evaluation form to rate calls and evaluate agents. But in addition to that contract requirement, the Parties also listen to a small sample of service center calls together, as a group, on a biweekly basis to assess the success of each call. The Parties use a call evaluation form to rate each call and it covers areas such as the friendliness and helpfulness of the agent as well as the accuracy of the information given. This joint activity has not always been part of the People First Program, but once it was initiated, the service center saw a significant improvement in the overall quality of the call. From the time these joint sessions were implemented (September 2016), the overall service center agent quality ratings went from 81% to 97%.

   This joint activity has the added benefit of providing: (1) the PF Division real-time feedback on how calls are being handled, which helps the Division stay abreast of the quality of calls as part of its contract monitoring responsibility; (2) both Parties with an opportunity to discuss as a group what constitutes a successful call and agree as a group any modifications to call expectations as needed; (3) the service provider with information to counsel individual service center agents immediately to improve performance; and (4) the service provider with overall service center actionable corrective actions for process changes or service center agent training opportunities. Accurate information provided by service center agents is critical to improve customer satisfaction, overall service center credibility, and reduce call backs from callers that were not satisfied with the initial call. The reason for the overall improvement in the quality of calls cannot be contributed squarely on the joint call calibration sessions, but we believe it has had a major impact.

2. **Contract Management Action Plan** – The Contract Management Action Plan is used to track contract deliverables, requirements and recurring reports to ensure the service provider meets all contractually required deadlines. All actionable items within the contract (currently more than 100 items) are captured on the Action Plan. The plan is managed by the PF Division's Contract Management team and the service provider's Client Services Manager to ensure both Parties are aligned as to receipt of deliverables and upcoming due dates. There is constant communication between both Parties throughout the month, and the Action Plan is updated real-time to ensure all

deliverables are tracked and documented as being received. The plan is formally reviewed monthly to ensure updates to the Action Plan are accurate, timely and agreed upon. Management of the Action Plan ensures that expectations around deliverables are clear and nothing falls through the cracks.

3. **Continuous Improvement Plan** – The Continuous Improvement Plan (CIP) is a plan developed to communicate the status of People First Service Center issues, projects and initiatives. The CIP is managed by the People First Division's Contract Management team and the service provider's People First Service Center Site Leader and management staff. The CIP is updated regularly via SharePoint by both Parties and the group meets biweekly to discuss the status of open issues and whether further action or direction is needed. When new policy direction is provided to the PFSC, or previous policy direction is amended, the CIP is used to memorialize the change and the steps taken by the PFSC to ensure all staff are made aware of the change. The CIP is useful in that there is one source of truth on the status of initiatives, policy direction or issues. Instead of several emails going back and forth on a topic, the CIP is updated by either party, issues and questions are posed, reviewed and answered before the next biweekly meeting occurs. The CIP has improved the Program by streamlining communication between the Parties.

4. **Monthly Performance Metric Reviews** – On the fifteenth of each month, the service provider submits to the PF Division their Monthly Performance Metric Report which demonstrates their monthly performance against the contract's 27 performance metrics. The contract's performance metrics range from customer satisfaction and service center service levels, to timeliness of interface file processing and system availability. Once received, the performance metrics are divided among the PF Division's SMEs to validate for accuracy and reasonableness. The Division's SMEs perform a "deep dive" into the data behind the performance metric results to ensure that the performance metric is being accurately reported by the service provider. The Performance Metric Review process keeps the Division SMEs engaged in the service provider's performance, and keeps the service provider "honest" in their reporting of their performance. All Parties have a vested interest in the successful performance of the Program and work together to ensure performance is meeting expectations and the data behind the reporting is sound.

5. **Year-round Open Enrollment Planning** – Open Enrollment (OE) planning is a coordinated effort between the Division, the DMS Division of State Group Insurance and

the service provider and its subcontractors. Each year, actions of the Florida Legislature may change aspects of the State Group Insurance Program that will ultimately impact OE. As such, given the timing of legislative session (typically spring of each year), the team find themselves planning for open enrollment year-round. The benefit of this year-round planning is that there is constant communication between all necessary Parties to ensure that everyone is aware of upcoming program changes that may need to be cared for in the People First System for the next open enrollment period. Changes will impact not only programming, but communications and training to service center agents hired to absorb the influx of additional calls received each OE period.

The OE period is normally held between October and November, and once the dust has settled, the Parties hold an OE debriefing meeting in mid-January to discuss lessons learned, any lingering issues, and begin the discussion on next year's OE (acknowledging that changes could be forthcoming from legislative session). The impact of year-round OE planning is that all Parties integral to the success of OE are engaged in its planning. This year-round planning has improved the Program by ensuring that there is plenty of time to thoughtfully plan for and execute OE changes each year, making this as seamless of a process as possible. This also contributes to a reduction in customer and vendor confusion and complaints. A key measure of success is that during the 2017 OE period, over 94% of all insurance benefits enrollments were done online (rather than calling the service center), further driving the convenience and importance of employee self-service.

Meeting Customer Needs

After all is said and done, it doesn't matter how fancy the system functionality is or how many services are provided; what matters is whether the Program is meeting customer needs. Although there is a lack of customer satisfaction baseline data collected prior to the advent of People First, the PF Division administers a DMS Annual Customer Satisfaction Survey to assess users' experience and satisfaction with the system and related services. The survey is administrated each year in March and provides valuable information on the customers' overall experiences with People First. The results are analyzed and subsequently discussed with the service provider to formulate an action plan to address issues and implement improvements.

Results from the March 2017 survey demonstrates that 78 percent of respondents are satisfied with the overall performance of People First. This satisfaction rate is an increase from the 72 percent satisfaction rate from the 2010 survey and 59 percent satisfaction rate from the 2007 survey. Positive progress continues to be made, however, the long-term goal is to move that number to 90 percent or higher. The recent portal upgrade and the additional new functionality planned through 2020 should result in continued higher customer satisfaction ratings. We will continue to monitor and dissect the results to ensure we are focused on those changes that will move the customer satisfaction needle closer to the 90 percent level.

Conclusion

I was once asked to explain how we would know when the Program was a “success”. Obviously, it starts with defining success criteria, followed by data that shows the results. I would categorize People First Program success criteria as: (1) increased levels of employee and manager self-service; (2) deployed and maintained state-of-the art technology; (3) greater levels of standardization across the enterprise; (4) cost savings; and (5) improved customer satisfaction. These criteria are all measured by comparing where we are today to where we were prior to People First. This paper provides both qualitative and quantitative data that clearly shows the success that has been achieved in the People First Program.

We believe we have created a state-of-the-art human resource information system that rivals any other similar system in the industry (public or private) and serves the needs of State of Florida employees, managers, retirees, and applicants. All indications point to an HR outsourcing model that is working in the State of Florida in terms of cost savings, process efficiencies, and overall customer satisfaction. The future is bright with the prospects of the upcoming implementation of the remaining major system projects (e.g., new SAP Business Objects reporting tool, new learning management system, and new onboarding system) and the continuous evaluation of other additional HR solutions (e.g., workforce analytics, succession planning) to supplement the existing enterprise-wide system.

Please feel free to contact me if you have any questions regarding this paper or if you have any questions related to the People First Program. We are always happy to help. Thank you.

David

NOTES:

David DiSalvo Biography: David is the People First Director for the State of Florida Department of Management Services and manages the state's People First human resource outsourcing contract with NorthgateArinso. Prior to joining DMS in September 2006, David was the human resources director for a Florida state agency. He has served in various positions in state government for the past 28 years and lives in Tallahassee, Florida. David has a Masters in Business Administration, and is a certified Project Management Professional (PMP), Florida Certified Contract Negotiator (FCCN) and a Florida Certified Contract Manager (FCCM).

Special contributions to this paper: A special thanks goes to Jimmy Cox and Andrea Simpson who provided additional information for this paper. Jimmy is the People First Division's systems design manager and is responsible for all aspects related to the People First system. Jimmy has been a part of the Division since 2005 and has over 19 years of State of Florida experience. Andrea is the Division's contract administrator and her team provides oversight of the People First Service Center. She has been a part of the Division since 2008 and has over 23 years of State of Florida experience.

Contact Information

People First Division
David DiSalvo, Director
Department of Management Services
4050 Esplanade Way, Suite 235
Tallahassee, FL 32399-0950
https://www.dms.myflorida.com/pf

Phone: (850) 413-9579

People First Service Center
Phone: 1-866-663-4735
https://peoplefirst.myflorida.com

APPENDIX A

PEOPLE FIRST PROGRAM AT-A-GLANCE (as of July 2018)

- Service Provider – NorthgateArinso
- Total number of users – over 230,000
- User groups – 35 state agencies, 12 state universities, retirees, others
- People First system – SAP ECC 6.0 EHP 8/ NetWeaver 7.5
- Talent Management Solution – SuccessFactors
- Flexible Spending Account / Health Savings Account Administrator – Chard Snyder
- Transactional database – Oracle, 4.5245 terabytes of HR system data
- Data Warehouse database – Oracle, 4.43 terabytes (includes data from the legacy HRIS)
- Data Warehouse master table – over one billion rows of data
- Monthly average number of calls to service center – 33,000
- Total number of calls to service center since 2005 – over 7.2 million
- Total number of State of Florida jobs posted in People First since 2003 – over 232,000
- Total number of applications submitted for advertised positions – over 15.5 million
- Number of payroll cycles – 4
- Number of collective bargaining units – 17
- Number of work schedule variations – 8
- Number of unique types of system-generated letters sent from People First system – 138
- Number of unique types of manual letters sent by service center – 96
- Number of fulfillment documents distributed in 2017 – over 752,000
- Number of system interface files – over 600
- Number of PF Division employees – 15
- Number of communications handled by PF Division (2005 through 2017) – 1,226
- Number of public records requests handled by PF Division (2009 through 2017) – 787
- Number of agency report requests handled by PF Division (2009 through 2017) – 5,374
- Number of mass loads processed from 2006 through 2017 – 1,755

APPENDIX B

PEOPLE FIRST NEXT GENERATION ROADMAP