

Case Study: City of Baltimore



The City of Baltimore Upgrades Services and Improves Time and Attendance Reporting with ADP's Enterprise eTIME® Solution

The City of Baltimore faces challenges typical of urban cities today. It must provide a broad range of services with a limited tax base, yet focus on critical long-term goals. To support their objectives, the city has chosen to find and implement best practices and invest in key technology innovations. As a top priority, Baltimore wanted to improve the timeliness and accuracy of its antiquated payroll system, while streamlining inefficient, manual processes and raising service levels for its 15,000 employees and 5,000 retirees.

Why ADP? Partner with the Proven Industry Leader

When the City of Baltimore recognized a need to replace its 35-year-old COBOL mainframe-based system and automate time and attendance reporting, it initiated an RFP process. The selection team, consisting of representatives from the Bureau of Accounting and Payroll Services and IT, evaluated vendors based on factors such as reputation and financial viability, the product's ability to reduce cost, as well as price, breadth of other services, and integration. The selection process lasted more than twelve months. After the final analysis, ADP was selected as the vendor of choice.

ADP's Enterprise eTIME Solution – the Best Fit for City of Baltimore

“ADP has a track record,” said Michael Broache, Chief of the Bureau of Accounting and Payroll Services for the City of Baltimore.

Challenges

- Timekeeping operations no longer sufficient to support Baltimore's strategic goals
- Current timekeeping process labor and paper intensive
- Obsolete mainframe-based COBOL system requires replacement
- Existing system insufficient to manage the complexities of labor contracts across multiple departments

Solutions

- ADP's Enterprise eTIME

Results

- Increased payroll accuracy
- Streamlined payroll preparation
- Consistent application of payroll policies
- Improved functionality
- Freed payroll staff to perform valueadded services
- Reduced payroll costs

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Michael Broache,
*Bureau Chief, Bureau of Accounting and Payroll Services
City of Baltimore*

“Our CIO always recommends to city departments putting in new systems that if there’s an industry leader who has done it before, you know the product works. We had been down the road before with two failed enterprise resource planning implementations and both of them had HR and payroll segments. We wanted to go with the tried and true payroll solution, so we chose ADP.” ADP’s Enterprise eTIME solution is a Web-based time and labor management system designed to enable large employers to realize the tremendous benefits from automating the collection and management of employee worked and non-worked time.

Enterprise eTIME Ensures Timely, Accurate Payroll

The city’s most important resource is its employees — so their pay checks must be accurate and on time. Enterprise eTIME’s enhanced capabilities include data tools for efficiently capturing time and labor information through a variety of devices, including time clocks, PCs and telephones.

“If we run into any processing challenges, we’ll be able to get around them easier than with a paper-based system,” Broache said. “Previously, if we didn’t receive a batch of paper timesheets at a particular point in the day, we could risk not paying people. In city government, if you don’t pay your employees one week, I guarantee you’ll find yourself in the newspaper. With Enterprise eTIME, ADP helps to ensure that I stay out of the press.”

Consistency Across Departments

ADP’s Enterprise eTIME solution includes a central calculation engine for compiling time and attendance data and applying company-specific pay rules across the organization. This can be an important benefit in a union environment, where union contracts may not always be applied consistently across different departments or agencies. “One of the things we wanted eTIME to help us with, was to become more consistent in the application of the various union contracts,” Broache said. “The same union rule may be applied differently across different departments or agencies, and it really shouldn’t. Due to the intricacies of interpretation of the union contract in different organizations, you can’t always get consistencies, but the City of Baltimore continually strives

for it, and Enterprise eTIME helps us to get closer to our objective.”

Employees Spend More Time on Value-added Services, Less on Timekeeping

“Previously, our timekeeping process was labor and paper intensive. Timekeepers basically reported slashes if someone was here, used various color codes if the person was out for whatever reason. It allowed for inaccuracies and inconsistencies.” Broache said. ADP’s Enterprise eTIME solution helps increase employee productivity, which is a main objective for the City of Baltimore. “I believe ultimately we’ll find that timekeepers are able to spend less time on administrative timekeeping tasks and more time providing value-added services to the organization,” Broache said. “Timekeeping should be – I won’t say seamless – but be invisible to the organization. We are confident that ADP’s Enterprise eTIME offerig will help us get there.”

Three-phase Implementation on Target

“We will have 10,500 employees up and running by the first week of October, nearly four weeks away. We have approximately 8,000 employees using eTIME now, which is right on schedule with the timeline ADP projected. I’m thrilled. I believe the implementation is a success,” Broache said. “With this implementation, we’ve done something that the city hasn’t been able to do before; we have kept focused, kept on target, kept an eye on the end result.”

ADP’s Enterprise eTIME – the Right Solution for the City of Baltimore

Established in 1797, Baltimore has been known as the historic business, education and cultural center of Maryland. With ADP’s Enterprise eTIME offering, the city is implementing an innovative solution that will enable it to continue Baltimore’s tradition as a leading city by helping to make government responsive, accountable and cost effective. “By automating timekeeping, we can drive better business processes. What I’m really looking for this product to do is to drive us to do payroll the way you’re supposed to do payroll in the 21st century,” Broache said. “I definitely think ADP’s Enterprise eTIME solution is the right product for the city. Overall, we’re very pleased.”