

The Mile High City reaches for the cloud

Workday transformation turns The City and County of Denver into a top employer



Eliminating cost and waste

In 2015 the City and County of Denver's (CCD) workforce was rapidly growing - and legacy technology systems designed to support them were struggling to keep up. CCD employs 14,000 people and manages the Denver International Airport, libraries, and the police, fire and sheriff departments.

Its HR and finance departments maintained an outdated, highly customized, and unsupported ERP solution that was expensive to run and required continuous patching and workarounds. The infrastructure had not been upgraded in 15 years and relied on 22 servers, 34 databases, and many other siloed applications. Recognizing it had to modernize to thrive, pioneering city leadership decided to pivot to a cloud-first strategy. The move would eliminate costly on-premises servers and enable CCD to scale new services and adopt emerging technology to support their

workforce and constituents. A move to the cloud promised to dramatically reduce manual paper processes and human error, freeing the workforce to focus on higher value activities. CCD wanted to enhance its workers' experience by providing them with mobile applications to offer convenience and flexibility, and analytics tools to automate reporting. The department also wanted to eliminate the potential for variable and costly upgrades. Beyond these transformative goals, CCD had one overarching ambition: to be regarded as a top employer in the city, capable of attracting and retaining the best talent. CCD chose Accenture to deploy the transformation because of its deep public sector knowledge and ability to deliver impact at scale by bringing people and technology together. Accenture recommended the Workday platform due to its high customer satisfaction rating and cloud-first mobile offerings.

"As a CHRO, reliance on successful business partnerships is crucial, particularly when implementing a powerful HCM application such as Workday. Our partnership with Accenture provided the critical expertise we needed to transition to Workday and then continue with additional application modules such as Recruiting and Learning."

**Karen Niparko,
Former Chief Human Resources Officer
City and County of Denver**

When tech meets human ingenuity

Strategizing for continual improvement

Accenture worked closely with CCD from the earliest stages of the program on business process alignment (BPA). Business processes that could be eliminated or improved were identified, along with gaps where new processes should be introduced.

With CCD's executive leadership in the room during the BPA sessions, the decision-making process was thorough, and the entire program gained immediate and firm stakeholder buy-in. With a full view of the current architecture and what needed to be done, Accenture brought staff from every CCD department together for the change management program.

CCD chose to deploy Workday Human Capital Management (HCM) and Payroll first in January 2017, followed by Workday Financial Management in August later that year. CCD planned to integrate new Workday modules as and when they were released, adhering to a strategy of continual improvement. Accenture led the deployment, including configuration, integration, data migration, and testing.

A valuable difference

Empowering the workforce

The Workday deployment went live, on time and on budget, making CCD one of the first local governments to launch the solution. The success of the project led to further Workday rollouts, with Accenture deploying modules for Expenses, Recruiting and Revenue in 2018, Learning in 2019, and Workday Prism Analytics in 2020. The impact at CCD has been game changing. When the pandemic struck, CCD effortlessly switched to remote working much faster than if they had still been running an on-premises Enterprise Resource Planning (ERP) system.

A valuable difference

The program has had an impressive and tangible impact on daily work:

Time-to-hire reduced from 90 days to **45-50 days**, on average

Library of pre-populated basic reporting for all

Workers have easy access and control over **personal HR activities**, including benefits and payroll

Self-service automated reporting for data-driven business decisions

6,600

HR processes automated

55,000

applicants processed through Workday Recruiting in 2018, with 1,300 people hired

25,000

Non-purchase order vouchers save the city 25,000 pieces of paper each year

85 candidates hired in two to five days for urgent work at COVID-19 testing sites and vaccine call centers as a result of Denver's Rapid Hire process

75%

of manual paper processes eliminated

Diversity Candidate Pool Data helps recruiters see the diversity makeup of the candidate pool for any open recruitment at the click of a button, so they can adjust recruiting strategies based on data

Workday Prism Analytics standardized millions of historical job applications and provides access to data held outside of Workday (legacy systems were retired)

A holistic view of workforce needs is used to gather insights on how to improve employee retention

A valuable difference

The Workday deployment was a huge success thanks to CCD's committed and forward-thinking executive leadership and Accenture's considered approach and Workday knowledge. CCD can now expect predictable annual costs, and Workday updates every six months. The changes are giving workers greater freedom over their daily workloads and employment, enabling them to focus on constituent-facing priorities and strategic work such as diversifying recruitment.

In 2021 Accenture was awarded the Workday Partner Industry Innovation Award for Government in recognition of our Workday Prism Analytics accelerator for public sector, utilized at CCD. The Workday solution contributed to CCD realizing one of its key long-term goals. **In 2019 the City and County was voted one of Colorado's top ten employers by Forbes**, an extremely rare accolade for any government department and further proof that at CCD you can truly 'be a part of the city you love'.

"We derived a lot of benefits from our Workday implementation. One of the biggest ones was that we now have predicable operating costs, versus the historical, expensive, unpredictable capital expenditures. We really add value when we are delivering services to our customers that make their jobs easier and more efficient."

Chris Binnicker,
Former Deputy CIO ,
City and County of Denver

