



# Oregon

Tina Kotek, Governor

Department of Administrative Services

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## MEMORANDUM

**To:** Co-Chair Greg Smith  
Co-Chair Deb Patterson  
Joint Ways and Means  
General Government Subcommittee

**From:** Oregon Department of Administrative Services

**Date:** February 28, 2023

**Subject:** Workday and Payroll Modernization and Remote and Hybrid Work

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Co-Chair Patterson, Co-Chair Smith, and members of the Committee,

Thank you for your time on Monday, Feb. 27 to review both Workday Payroll Modernization, as well as Remote and Hybrid Work. Based on the information we have today, DAS is submitting the following information in response to questions that were asked in committee.

**Monday February 27, 2023**

**Department of Administrative Services**

**Presentation on Workday and Payroll Services Modernization**

1) **Workday customer profile**

Are other Workday users large customers, like the state of Oregon, or do they generally service smaller customers?

Workday serves more than 10,000 customers globally, representing more than 60 million workers. (<https://www.workday.com/en-us/customer-list.html#publicsector>)

The Workday site lists a number of states, cities and counties across the country that have deployed Workday, although there is no indication as to which Workday modules (HR/recruitment, Training/learning mgt., Payroll, etc.) were implemented.

States using Workday include the following:

1. Iowa
2. Maryland
3. Oklahoma
4. Oregon
5. Vermont
6. Washington

And at least the following counties:

1. Anoka County, MN
2. Bell County, TX
3. Calvert County, MD
4. Clark County, WA
5. Butte County, CA
6. Contra Costa County, CA
7. Hamilton County, IN
8. Jackson County, MO
9. County of Maui, HI
10. County of Kaua'i, HI
11. County of Nueces, TX
12. Oakland County, MI
13. County of Placer, CA
14. County of Santa Barbara, CA
15. County of San Mateo, CA
16. Suffolk County, NY
17. Harford County, MD
18. Jackson County, MI
19. Jefferson County, KY
20. Maricopa County, AZ
21. Kitsap County, WA
22. Mobile County, AL
23. Pierce County, WA
24. Multnomah County, OR
25. Buncombe County, NC
26. Utah County, UT
27. Wyandote County, KS

And at least the following cities:

1. City of Rochester, NY
2. City of Baltimore, MD
3. City of Dallas, TX
4. City of Boulder, CO
5. Denver, CO
6. Akron, OH

7. Arlington, TX
8. City of Georgetown, TX
9. City of Largo, FL
10. Olathe, KS
11. City of Los Angeles, CA
12. City of Philadelphia, PA
13. City of Orlando, FL
14. City of San Mateo, CA
15. City of Ontario, CA
16. Olympia, WA
17. Rancho Cucamonga, CA
18. City of Vancouver, QA
19. City of Worchester, NY
20. City of Seattle, WA
21. City of Port Orange, FL
22. City of Gainesville, FL
23. City of Kent, WA
24. Provo, UT
25. Salt Lake City, UT

## **2) Causes of Go-Live errors**

If the errors were to be categorized as software issues, bad information, or human error/learning experience, what would those percentages look like?

The DAS Payroll Project team has not categorized errors and issues into the framework outlined in your question. What we do know is the number employees impacted by system configuration issues, which is shared below in response to your second question.

The issues attributed to bad data or information are those mentioned in the hearing: dropped zeros in account numbers and incorrect union membership lists. 160 employees experienced rejected direct deposits because of the incorrect account number. Due to incorrect union membership lists, 300 employees were charged union dues who should not have been charged.

Many of the human error or learning experience issues were directly addressed at the agency payroll office level (as opposed to the DAS Payroll Project team level) and have not been quantified at a broader level.

## **3) Independent Quality Assurance/Risk Analysis**

Is the entity that has been brought in now to assist with trouble shooting connected at all to Gartner (or the company who did the initial risk analysis)?

While Gartner engaged in both previous Quality Assurance work and current post Go-Live stabilization, their work on post-implementation activities does not include reviewing quality assurance work, nor are they doing root cause analysis regarding what, if anything, went wrong. They are providing post-production stabilization expertise and recommendations in alignment with application best practices and processes.

4) **Initial payroll errors by the numbers**

What is the number of employees impacted by payroll error initially, and what is that number now?

January had 4,500 employees impacted by system errors.

February had 2,767 employees impacted by system errors.

March 1 payroll has 2,151 employees impacted by system errors.

The information we have today tells us that the system issues from January and February have been corrected. However, employees are still working out repayment plans with their agencies to return overpayments they experienced. Employees who were underpaid have been made whole.

## **Department of Administrative Services Presentation on Remote and Hybrid Work**

5) **Are there trainings being developed for employees to establish best practices, standard operating procedures for remote work and work-from-home protocols?**

Yes. Trainings have been created for both remote workers and managers, addressing remote work fundamentals and best practices. DAS plans to continue to develop these trainings as remote and hybrid work continues.

6) **Have WFH opportunities diversified the distribution of higher salary work across Oregon?**

DAS state employee salary information for 2019-2022, sorted by county is attached.

Thank you,



Meliah Masiba  
Legislative Director  
Oregon Department of Administrative Services

County	2019 Employee Count	2019 Average Salary	2020 Employee Count	2020 Average Salary	2021 Employee Count	2021 Average Salary	2022 Employee Count	2022 Average Salary	Employee Count Change Between 19-22	Average Salary Change Between 19-22
Baker County, OR	214	65,321	222	68,745	213	73,674	227	76,486	13	11,165
Benton County, OR	426	71,632	427	74,984	460	82,235	502	85,160	76	13,528
Clackamas County, OR	2,323	71,349	2,370	76,006	2,311	81,348	2,413	85,239	90	13,890
Clatsop County, OR	250	61,138	258	63,277	251	68,184	249	72,263	-1	11,124
Columbia County, OR	229	58,090	247	60,869	243	65,106	263	69,101	34	11,011
Coos County, OR	447	58,820	445	62,188	398	67,974	402	70,490	-45	11,670
Crook County, OR	144	64,697	149	66,717	139	72,164	167	74,707	23	10,009
Curry County, OR	102	57,845	105	59,882	104	63,158	112	64,320	10	6,475
Deschutes County, OR	988	65,586	1,010	69,425	957	76,152	1,008	79,446	20	13,860
Douglas County, OR	653	62,205	669	66,039	650	69,247	688	72,728	35	10,523
Gilliam County, OR	16	57,031	21	57,742	18	63,624	19	67,528	3	10,498
Grant County, OR	98	59,580	100	63,702	104	67,533	106	71,322	8	11,742
Harney County, OR	106	58,704	116	59,949	111	64,758	126	65,722	20	7,018
Hood River County, OR	114	60,293	120	62,588	116	67,673	113	73,199	-1	12,906
Jackson County, OR	972	61,355	1,007	64,493	1,010	68,862	1,037	72,520	65	11,165
Jefferson County, OR	215	67,620	215	71,701	206	75,034	245	76,172	30	8,552
Josephine County, OR	407	59,161	436	62,050	440	65,780	454	67,728	47	8,567
Klamath County, OR	428	60,277	426	62,975	421	66,584	461	68,704	33	8,428
Lake County, OR	159	63,428	159	67,061	151	71,546	163	73,028	4	9,600
Lane County, OR	1,786	64,682	1,821	67,943	1,809	73,488	1,900	77,130	114	12,448
Lincoln County, OR	257	65,644	264	69,608	265	74,151	284	79,283	27	13,639
Linn County, OR	1,497	67,596	1,569	71,482	1,568	74,857	1,697	78,181	200	10,585
Malheur County, OR	370	65,414	372	68,877	375	71,756	407	71,735	37	6,322
Marion County, OR	10,700	68,731	10,599	72,778	10,257	76,595	10,465	79,226	-235	10,496
Morrow County, OR	95	61,143	96	64,060	97	69,204	93	72,787	-2	11,644
Multnomah County, OR	3,572	72,210	3,680	76,269	3,622	83,456	3,760	86,939	188	14,728
Polk County, OR	2,728	73,648	2,698	77,241	2,640	81,292	2,751	84,323	23	10,675
Sherman County, OR	19	62,361	20	67,105	18	68,837	22	66,388	3	4,027
Tillamook County, OR	245	61,414	252	64,361	253	67,931	269	71,138	24	9,724
Umatilla County, OR	1,213	66,451	1,231	69,484	1,198	73,733	1,213	76,733	0	10,282
Union County, OR	343	65,697	354	69,217	345	74,402	369	76,225	26	10,529
Wallowa County, OR	89	54,331	86	57,315	85	66,034	89	70,319	0	15,988
Wasco County, OR	194	59,974	187	63,606	182	67,989	191	70,906	-3	10,931
Washington County, OR	2,283	69,252	2,362	73,560	2,333	79,108	2,507	82,894	224	13,641
Wheeler County, OR	22	51,709	23	53,822	22	55,093	23	59,897	1	8,188
Yamhill County, OR	690	68,121	709	71,185	695	77,108	743	79,994	53	11,873
<b>Total</b>	<b>34,394</b>	<b>63,403</b>	<b>34,825</b>	<b>66,620</b>	<b>34,067</b>	<b>71,269</b>	<b>35,538</b>	<b>74,166</b>	<b>1,144</b>	<b>10,762</b>