# Modernizing the City’s Human Capital Management (HCM) System

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The City of Kingsport

# Executive Summary

## Why action is needed now

### The Problem

The City's current HCM environment is built on a legacy DOS-based system implemented at the City in 1989. The legacy system does not integrate with other platforms, creating technology, staffing and operational risk.

The school system moved into a different system in 2014, which fragmented the HCM environment and limited the ability to share or pass data between the systems.

### The Opportunity

Move both the City and City Schools to a complete, modern HCM platform that connects core HR, recruiting, time and attendance, performance, training and workflow automation in one environment.

### The Outcome

Streamlined processes with fewer manual steps, reduce stand-alone products, better employee and candidate experiences, stronger standardization, technology which is easy to navigate and more intuitive for new tam members, and a more sustainable technology foundation.

# Executive Summary

## Move from this

```
HT135MHT              NaviLine, Select Version 9.1.25.1              9/03/26
                          Query User with HTESTART                   10:16:06

Select one of the following:
     1. CentralSquare Application Menu

     3. Queries
     4. Change user password
     5. Bulletin Board
     6. HTESTART

    89. Disconnect job



    90. Sign off

Selection
== > ___                                          Version: 9.1.25.1.0
                                            Date installed: 05/17/2025
F3=Exit   F5=Refresh   F6=Display messages   F14=Work with submitted jobs
F18=Work with output

MA  +  A                                                        20/007
```

## To this

# The Current State: A 1989 Foundation

KINGSPORT TENNESSEE

## The issue is bigger than system age—it is sustainability and business risk

### DOS-Based Legacy Technology

The underlying system was implemented in 1989, and highly customized to the needs of the City over time. This has created a version which modifications are costly due to the need for special programmers.

### Specialized Knowledge Risk

The system relies on outdated programming language and legacy coding knowledge. As a result, in order to operate common task, a retiree has returned to perform coding because the programming language is no longer commonly used or taught. Without the retiree, our capability is highly limited.

### Limited Agility

New processes and requirements cannot be implemented quickly or easily, creating delays, workarounds and inefficiencies.

### Present-day structure

- Restricted support technology
- Dependence on scarce legacy expertise
- Manual processes and workarounds
- Slower implementation of new requirements
- Fragmented tools and one-off solutions
- Growing operational risk

# Case for Change

A modern HCM platform is an operational improvement – not simply a technology replacement.

01

### Stabilize

Replace unsupported technology and reduce dependency on legacy coding expertise.

02

### Simplify

Bring core HR processes into a single, integrated HCM environment, and remove duplicate systems, and re-entry of data.

03

### Automate

Use workflows, rules and system-driven approvals to reduce manual work.

04

### Improve

Strengthen recruiting, employee development, performance, and workforce processes such as time and attendance.

Additionally, it aligns with our **Strategic Plan regarding Efficient & Responsive Government** by providing efficient, transparent, and responsive government through intentional leadership and sustainable financial practices.

# What a Complete HCM System Changes

Move from disconnected processes and systems to one connected employee lifecycle system.

### Core HR

Employee records, position data, organizational structure, demographics, certifications, etc.

### Time & Attendance / Leave

Automated time capture, leave accruals, leave management, workflows, and approvals

### Payroll

Integrated payroll processing and the option for external payroll services

### Recruiting

Modern candidate experience,
job posting and hiring workflow

### Performance

Goals, evaluations, feedback and development

### Learning

Training assignments, tracking and compliance

### Benefits

End-to-end benefit administrations with automated carrier connectivity

### Reporting

Standardized reporting, ad hoc reporting, and dashboards

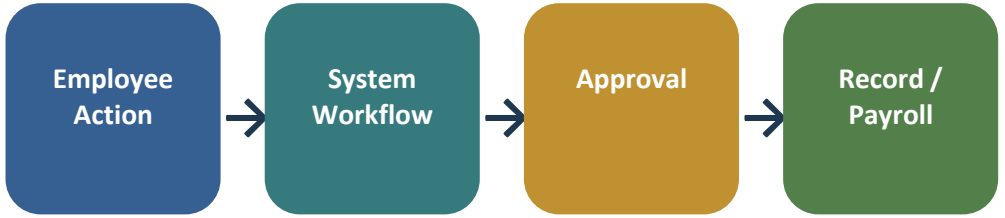
### Workflow Automation

Standardized approvals, notifications and routing

# Process Efficiency & Standardization

## Automation creates consistency while reducing administrative effort

- Automatic workflows route requests to the right approvers
- App functionality for mobility
- Standardized processes reduce department-by-department workarounds
- Complete HCM system enables data to transfer reducing errors
- Time and Attendance processes become more automated and integrated
- System rules can enforce consistent business practices
- Fewer manual handoffs reduce delays and opportunities for error




**From:**
Manual routing • emails • spreadsheets • re-keying • follow-up

**To:**
System-driven workflows • standardized approvals • integrated records

# Talent: Recruiting, Development & Retention

## The HCM system supports the full employee lifecycle

### Attract

A stronger recruiting module can improve the candidate experience; streamline hiring steps and make it easier to manage candidates from application through hire.

### Develop

Performance management and learning modules create a more consistent way to set expectations, provide feedback, assign training, and track development and career interest.

### Retain

Better visibility into performance, development and training supports employee growth and creates a more consistent employee experience.

# Reduce Fragmentation & One-Off Solutions

## A complete platform can replace the need for stand-along products

**ONE INTEGRATED HCM**

### Core HR
Integrated with employee data and workflows

Replaces: AS/400 – City, Sykward - Schools

### Learning
Integrated with employee data and workflows

Replaces: Absorb - City

### Recruiting
Integrated with employee data and workflows

Replaces: NeoGov - City

### Benefits
Integrated with employee data and workflows

Replaces: Benetek – City, Selerix - Schools

### Scheduling
Integrated with employee data and workflows

Replaces: Crewsense

*Currently no system – all manual processes*

### Performance
Integrated with employee data and workflows

### Time & Attendance
Integrated with employee data and workflows

# Evaluating the Investment

The decision should consider total operational value – not just software cost alone

## Direct Technology Value

- Modern supported platform
- Reduced legacy-system dependency
- Consolidation of stand-alone solutions
- Greater ability to configure and adapt processes

## Operational Value

- Less manual processing
- Faster workflows and approvals
- Better time & attendance efficiency
- Greater standardization
- Fewer workarounds and delays

## Workforce Value

- Better candidate experience
- Stronger onboarding and training
- Consistent performance management
- Improved employee experience and development
- Mobile access for all employees
- More visibility for employees and managers

*Financial analysis should also consider* ***avoided costs, staff time recovered, risk reduction and the value of process improvements.***

# The Cost of Staying Where We Are

Deferring the decision does not eliminate cost – it extends the risk

### Restricted Supported System

Vendor support limitations increase the risk of future issues and constrain our ability to resolve them quickly or increases cost to specialized programing.

### Knowledge Dependency

Reliance on a retiree and scarce legacy programming expertise is not a sustainable long-term strategy.

### Operational Inefficiency

Manual processes, workarounds and slow system changes consume staff time and delay service, which in turn may require additional staffing resources to accomplish job.

### Fragmentation

One-off products and disconnected processes create duplication, inconsistent data, higher risk for errors, and additional administration.

# Recommendation

## Move Forward with a Modern HCM Platform

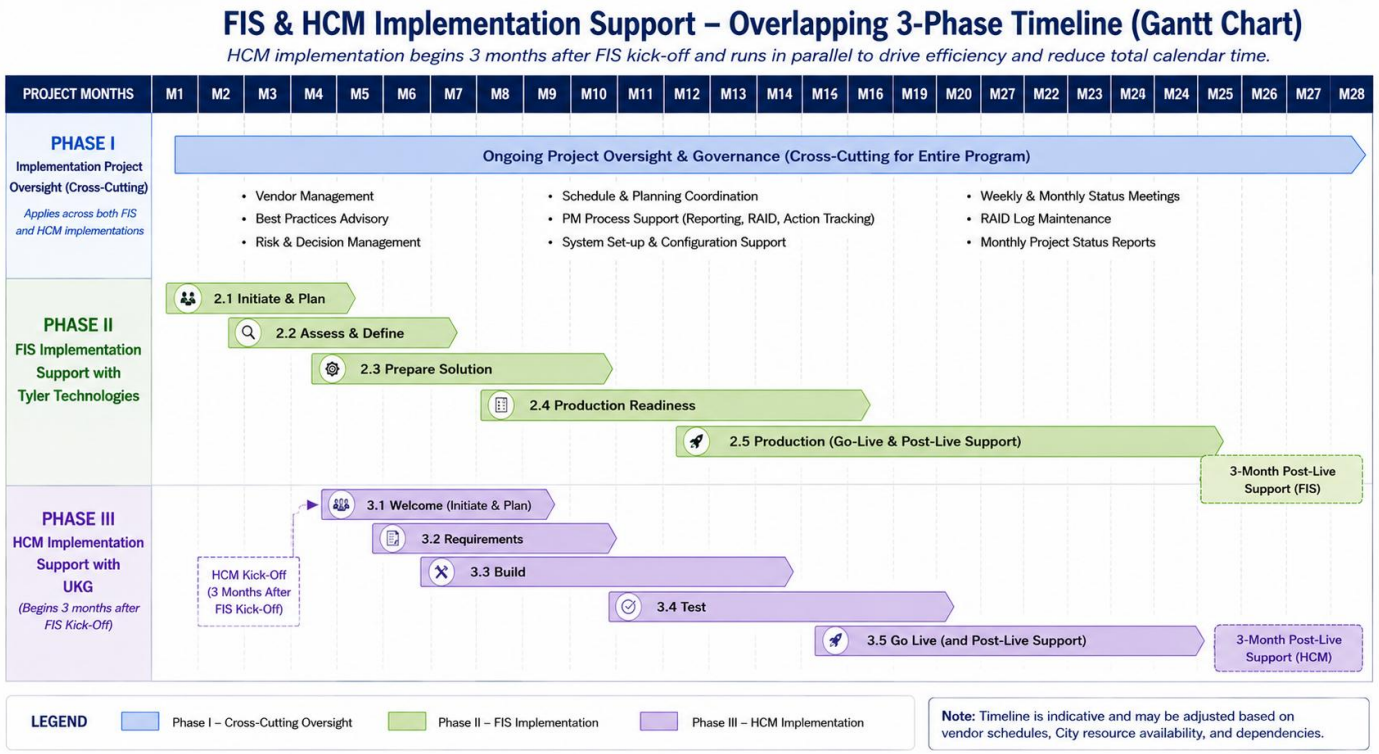
Authorize the City to contract with UKG to move from the legacy HCM environment (Central Square – AS/400 for City and Skyward for Schools) to an integrated HCM solution that modernizes core HR operations, automates workflows, improves time and attendance, strengthens recruiting and retention through employee development, and provides a sustainable technology foundation for the future.

**The goal is not simply to replace an old system—it is to redesign how we deliver HR services.**

# Next Steps

## A disciplined implementation will turn the investment into measurable value

1. Finalize UKG contract
2. Begin implementation as soon as Finance Chart of Accounts is set
3. Requirements: validating current processes and identify opportunities to simplify, establish new framework
4. Build workflows, roles, data and integrations
5. Test: Test, train and prepare departments for transition
6. Go live - anticipating **January 2028 or July/August 2028**
7. Measure results: efficiency, adoption, recruiting, training and process cycle time



# Modernize the System.
# Simplify the Work. Support the Workforce.

A modern HCM platform gives the City the tools to operate more efficiently today—and adapt more effectively tomorrow.