

## **ERP Program Team Retention Benefit – Non-Represented Employees**

### **I.**

#### **Background**

A. The County is currently planning to implement a replacement cloud-based Enterprise Resource Planning (ERP) system. During implementation, it will be critical to maintain support of the current primary legacy ERP system (the application named SAP) and to retain staff dedicated to implementation of the new software applications.

B. ERP development and implementation skills are highly sought after in the employment market. The parties have a shared interest in incentivizing current and future staff to maintain County employment through implementation of the new system and the decommissioning of the legacy application.

C. Losing staff who are critical to current system maintenance or to new system implementation presents a significant risk to the County. Availability of skilled staff in the market, and our ability to recruit staff for a time-limited project, are limited as well. The loss of staff could require the County to engage contractors at a significantly higher cost, and timelines and quality of the implementation would also suffer.

### **II.**

#### **Covered Employees**

Management and Executive Employees (regular and temporary) of Multnomah County, Oregon, hereinafter referred to as the "Employees", identified in the County payroll system under Personnel Subareas:

- 0081 – Executive Employee
- 0099 - Management Employee
- 5081 - Executive Temporary with Benefits
- 5099 - Management Temporary with Benefits

### **III.**

#### **Terms of Arrangement**

1. **Eligibility:**

A. Beginning March 6, 2017, current and newly hired regular / probationary / limited duration / executive or management temporary with benefits employees supporting the current ERP system, serving on the ERP Implementation Team or serving as subject matter experts (SME's) are eligible to receive Accrued Project

Credit for time worked on the Project through the final Go-Live date (including overtime hours), as set out in the schedule and terms below.

B. Unless laid off by the County, employees must be continuously employed as regular/probationary/limited duration/ executive or management temporary with benefits through six (6) months following the final Go-Live date of the county's new ERP system to receive this incentive. Final Go-Live date to be determined by ERP Executive Sponsor. Employees who leave county employment prior to this date forfeit any accrued benefit.

C. Time working on this project must be approved by management and tracked in the County's timekeeping system in order to count towards the incentive. Current SAP support team's time on both the project and maintaining the current system will count towards eligibility.

2. Benefit:

A. Employees will be granted the following incentive based on total SAP/Project hours worked:

1,500 or more Project Hours worked:	240 Hours Accrued Project Credit
1,000 to 1,499 Project Hours worked:	160 Hours Accrued Project Credit
500 to 999 Project Hours worked:	80 Hours Accrued Project Credit
250 to 499 Project Hours worked:	40 Hours Accrued Project Credit

The Accrued Project Credit grant will be effective six (6) months after the final Go-Live date.

B. Employees may designate up to eighty (80) hours of Credit as paid leave, and balance shall be paid out at the employee's current rate of pay at the time of payout.

C. Accrued Project Credit designated to be taken as paid leave must be used within one (1) year from date of award; scheduling of leave is subject to supervisor approval but shall be in accordance with the applicable Department policy. Any Credit designated as leave that is unused at the end of one (1) year will be paid out to the employee.

3. Project Work Tracking:

Employees will be responsible for tracking their project time per the Project Management Team's instructions. All project time must be approved by a designated Project Lead in order to qualify. A list of current Project Leads can be found at <https://commons.multco.us/multco-align>. For the SAP Support Team, all hours worked will be counted towards eligibility.

4. The Examples attached hereto and incorporated herein shall be of equal weight and value as the terms of this arrangement for purposes of interpreting the terms of this arrangement.

Executed this 5<sup>th</sup> day of October, 2017.

~~Approved:~~



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Travis Graves  
Chief Human Resources Officer  
Multnomah County



## ERP Team Retention Benefit

### Examples:

NOTE: The ERP Program Executive Sponsor designated March 6, 2017, as the start of the project, and the project is declared complete and "in production" on June 30, 2018. Therefore, December 31, 2018 is determined as the date 6 months post project completion. For determination of eligibility for the pay out of the accrued benefit, the employee that accrued the benefit must still be employed as of December 31, 2018.

NOTE: See Example 4 below for one permutation that includes an interruption in continuous employment as a scenario to consider.

1. A current employee begins working on the project March 6, 2017. The employee works on the project for the full period of the project through the Go-Live date of the final HR and Finance components on June 30, 2018. The employee is still employed by the County on December 31, 2018. The employee records approved time of 1,760 hours in that period on the project. The employee accrued enough time to:
  - Receive **240 hours** of pay; or
  - Receive 240 hours and choose to designate up to 80 hours of it as paid leave. The remaining balance of the 240 hours will be paid out. The paid leave must be used within 1 year; any hours unused will be paid out to the employee.
  
2. A current employee begins working on the project on August 1, 2017. The employee completes their designated work and supports the Go-Live of the HR components in June 2018, and is released from the project. The employee records approved time of 815 hours in that period. The employee is still employed by the County on December 31, 2018. The employee accrued enough time to:
  - Receive **80 hours** of pay; or
  - Receive 80 hours and choose to designate up to 80 hours of it as paid leave. The remaining balance of the 80 hours, if any, will be paid out. The paid leave must be used within 1 year; any hours unused will be paid out to the employee.
  
3. A new employee is hired in August 2017. The employee begins working on the project on September 1, 2017. The employee completes their designated work and supports the Go-Live of the final Finance components in June 2018, and is released from the project. The employee records approved time of 1,340 hours in that period on the project.

- The employee resigns their employment with the County in August 2018. The employee receives **no benefit** from this program.
  - The employee is still employed by the County on December 31, 2018. The employee accrued enough time to:
    - Receive **160 hours** of pay; or
    - Receive 160 hours and choose to designate up to 80 hours of it as paid leave. The remaining balance of the 160 hours will be paid out. The paid leave must be used within 1 year; any hours unused will be paid out to the employee.
4. A Temporary/On-Call employee is hired in January 2017. Then they are hired as a regular/probationary/LDA and subsequently begins working on the project on April 1, 2017. The employee completes their designated work and supports the Go-Live of the HR components in June 2018, and is released from the project. The employee records approved time of 480 hours on the project in that period. The employee was laid off by the County prior to December 31, 2018. The employee accrued enough time to:
- Receive **40 hours** of pay.