



Item – 4
August 14, 2020
Information Technology

The Court hereby ordered and approved a motion directing to engage in a Statement of Work for telework consulting with Gartner, Inc. in the amount of \$379,000. (Record)

A motion was presented by County Commissioner Tommy Calvert, duly seconded by County Commissioner Justin Rodriguez, which motion was voted on as follows: Commissioners J. Rodriguez, Calvert, and Judge Wolff voting “Aye”.



AGENDA COORDINATION FORM

Bexar County Commissioners Court

VOL 124 OF 545

Type of Agenda Item (Choose one):		<input type="checkbox"/> Ceremonial	<input type="checkbox"/> Special Presentation	<input type="checkbox"/> Time Certain	<input type="checkbox"/> Consent	<input type="checkbox"/> Individual	<input checked="" type="checkbox"/> X
Sponsoring Office/Department:		Information Technology		Recipient Agency/Individual Name:		BCIT	
Contact Person:	Mark Gager		Phone Number:	210-335-0280		Court Date Requested: <u>August 14, 2020</u>	
Presenter:	Mark Gager		Phone Number:	210-335-0280		Deadline for Action: <u>August 12, 2020</u>	
Audio/Visual Presentation:	<input checked="" type="checkbox"/> Y	<input type="checkbox"/> X	<input type="checkbox"/> N	ADA Assistance Required (type): <input checked="" type="checkbox"/> X			
Official/Department Head Signature:	Mark Gager		<i>Mark Gager on behalf</i>		Small, Minority, Women-owned Business Enterprise (SMWBE) Impact: Y <input type="checkbox"/> N <input checked="" type="checkbox"/> X		

CAPTION:

Approval of a Statement of Work in the amount of \$379,000 with Gartner to assess our current needs and deliver recommendations for a comprehensive Telework Program that supports all County offices and departments. Deliverables/recommendations should, at a minimum, include:

- Revisions to HR & IT policies and processes to enable telework;
- Training, communication, culture and collaboration to maximize success;
- Organizational structure, job descriptions and performance management;
- Leading technology tools for performance/productivity management.

ESTIMATED PRESENTATION TIME: 15 minutes

BACKGROUND:

The COVID-19 pandemic surfaced the need for many Bexar County employees to work remotely (“telework”). BCIT and HR worked with offices and departments to ensure telework employees had the proper technology and access to resources during the previous 4 months. Even though we responded well, and have been able to support telework work during the past 4 months, there is a need for a more sustainable Telework Program. BCIT previously outlined a Bexar 2.0 digital transformation strategy to Commissioners Court, whereby the Court approved \$24.5 million to support telework and eGovernment services initiatives. One of those initiatives approved by the Court was \$500,000 for a consultant to help HR and BCIT develop a countywide telework program and strategy. This item is to develop the telework program.

RECOMMENDED MOTION:

Approval of a Statement of Work in the amount of \$379,000 with Gartner to assess our current needs and deliver recommendations for a comprehensive Telework Program that supports all County offices and departments.

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FISCAL ASSESSMENT: APPLICABLE

Yes

No

Fiscal Note

1	Is this a revenue or expense?	Revenue <input type="checkbox"/>	Expense <input checked="" type="checkbox"/>
2	Dollar amount of revenue or expense associated with item?		
3	Is this a budgeted revenue or expense?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
4	Does this item require additional staff?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
5	Will this increase your current budget?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
6	Impact on future Budget? If Yes, Explain in Comments.	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
7	Current End-of-Year Expenditure Estimate-for impacted Object Code(s)?	N/A	
8	If an expense, what is the current Object Code budget amount?	N/A	
9	If an expense, are sufficient funds currently budgeted in the Object Code?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
10	If an expense, are sufficient funds currently budgeted in the Appropriation Unit?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
11	List impacted offices or departments or note if countywide:	N/A	
12	Fund number:	N/A	
13	Org number and Agency Code:	N/A	
14	Object Code number:	N/A	
15	If this is a grant, what is the estimated amount of program income?	N/A	
16	If this is a grant, what is the amount of Grantor funding?	N/A	
17	If this is a grant, what is the required County cash match?	N/A	
18	If this is a grant, what is the required County in-kind/allocation match?	N/A	
19	If this is a grant, was item approved by the Grant Review Committee?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
20	Comments:		
21	Coordinated By:	Verified By:	



Bexar County
August 14, 2020

Bexar 2.0 Telework



Bexar County 2.0

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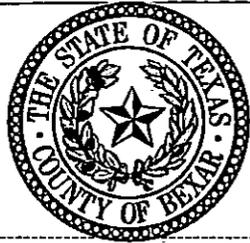
- **Bexar 2.0 Digital Transformation Strategy is centered around maximizing Telework and E-government Services**
- **Primary objective is to ensure employees and citizens can conduct business from any device, anywhere**
- **Telework enables employees to perform duties and responsibilities effectively and efficiently, at an approved alternative worksite using technology**
- **E-government Services provides for more convenient citizen access to government, and for provision of services directly to citizens leveraging technology**



Telework Program Overview

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- **Court approved \$500k for a Telework Consultant to develop a countywide Telework program/strategy focused on:**
 - **Organizational structure / job descriptions assessment and recommended changes**
 - **HR / IT policies and processes revisions to support and enable efficient and effective telework**
 - **Training, communication, culture and collaboration approach for formal rollout and ongoing success**
 - **Technology tool recommendations for ensuring secure access, productivity, and performance management**



Consultant

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- **Important to find a consulting firm with the following telework experience:**
 - **Consulting in public and private sectors, with organizations of all sizes**
 - **Leading insights surrounding HR & IT policies and procedures**
 - **Digital talent organization optimization and job architecture alignment**
 - **Vendor agnostic; unbiased recommendations for technology**
 - **Depth and breath of consulting resources that can engage quickly**
- **Gartner, Inc. has the background and experience that most closely aligns with Bexar County's intended results**



Gartner Experience

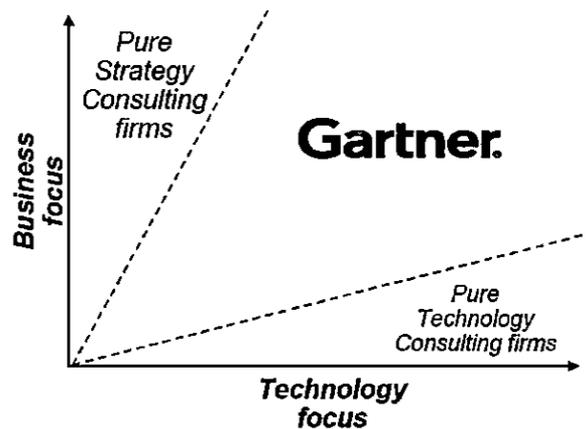
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Why Gartner?



Our independence and objectivity allows us to focus on your strategic priorities without any conflicts of interests with any specific technology solutions.

Unique market positioning



270+
\$27M+
2,000+

Strategy Advisors with average 10+ years of experience
Revenue from Digital Strategy engagements in 2019
Research analysts globally

Key differentiating factors

Gartner goes beyond **technology strategy** and brings deep talent management and experience with Gartner's recent CEB acquisition to support **Bexar County 2.0's Telework Program**

Why Gartner?

Talent and Workforce Mgmt

Unbiased insights on Talent and Workforce Management to create business-driven transformations and help Bexar County's workforce prepare for change.

Data-driven Insights

Gartner's benchmark models and peer data across Digital Business and Technology capabilities, spend, competencies, roles, risk and business value for public sector organizations, are unparalleled and can be applied directly to Bexar County's initiative.

Industry Experience

Gartner has in-depth understanding of local government clients, and has associated industry knowledge, strategy and priorities, having worked large public sector clients around the world; Gartner has a long-standing relationship and extensive track record working with Bexar County – with the commensurate institutional knowledge

Senior Experts, Dedicated Team

Gartner teams are staffed with senior experts and have worked together on similar Digital Talent, Organization Design, Job Architecture, Organization Change Management, Business and Digital Strategies





Statement of Work Overview

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Telework Program Approach Overview



Objectives

Activities

Outputs/Deliverables

1

Engagement Initiation & Kickoff

Set the foundation for a successful project

1 Week

- Conduct project initiation meeting
- Finalize approach, plan and schedule
- Confirm sponsors, key stakeholders & core working group
- Confirm Gartner-Bexar County PM communications plan
- Perform background documentation review

- Engagement Phase 1 Kickoff Materials
- Project Schedule
- Project Governance Communications Plan (Gartner-Bexar County)

2

County-Wide Current State Assessment

Assess the required changes to reach program objectives

5 Weeks

- Prepare for and conduct staff interviews/focus groups on the lessons learned from early telework experience
- Review County HR and IT policy to identify barriers to telework, identify potential changes
- Review HR and IT processes which impact telework to identify barriers to telework
- Review performance management practices and assessment methodology and identify recommendations for change to accommodate telework
- Perform high-level benchmarking of available resources (e.g., telework.gov) to identify telework best practices and "go/no go" readiness criteria

- Assessment and interview findings
- Identified barriers and potential changes to:
 - HR and IT policies and processes
 - Productivity and Performance Management processes
 - Job Descriptions and Architecture
 - Organizational Adoption

3

Define Telework Program

Develop the program charter and recommendations for telework readiness

4 Weeks

- Develop a Telework Program Charter detailing the key elements required for telework readiness
- Establish telework readiness criteria
- For each key stakeholder group:
 - Evaluate readiness for telework on a number of dimensions including:
 - Policies, processes, decision-making or procedural barriers
 - Communications, culture and collaboration barriers
 - Technology tools availability, familiarity, training needs
 - Org structure and performance management
 - Other dimensions to be agreed
- Identify recommendations to help achieve telework readiness

- Telework Program Charter
- Telework Readiness Criteria
- By stakeholder group:
 - Telework Readiness Assessment
 - Telework Readiness Recommendations

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Roll-Out Planning

Enable readiness and develop the plan to inform future roll-outs

4 Weeks

- Document recommended changes to enable telework readiness (by stakeholder group):
 - HR/IT policy and policies to better enable telework
 - HR performance management in a remote work scenario
 - Roles and responsibility changes to enable the new service delivery model
 - Communications, culture, and collaboration to support continued close working relationships and employee engagement
- Based on learnings, develop a roll-out plan to enable additional staff and departments to transition to telework

- Recommended changes to:
 - Policies & Processes
 - Performance Management
 - Job Descriptions & Architecture
 - Communication, Culture and Collaboration
- Roll-out Plan



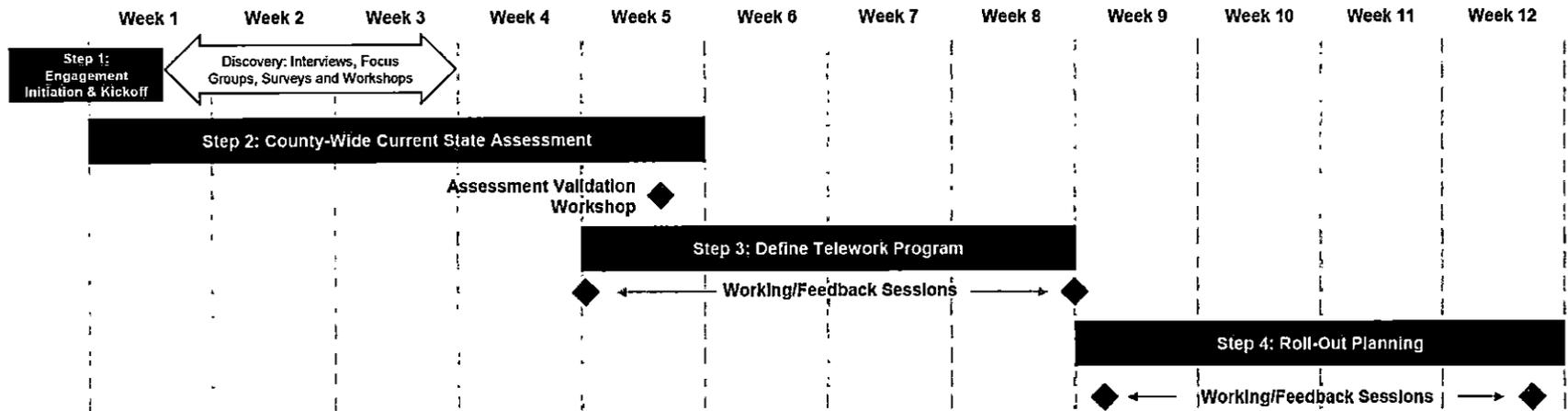
Project Timeline

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Project Plan Overview



Gartner anticipates completion of this engagement within 12 weeks, as detailed in the following figure. This schedule is dependent on the assumptions included in this Proposal.



Gartner Research and Advisory Support

Key Deliverables

- Engagement Kickoff Materials
- Project Schedule
- Project Governance Communications Plan (Gartner-Bexar County)
- Assessment and interview findings
- Identified barriers and potential changes to:
 - HR and IT policies and processes
 - Productivity and Performance Management processes
 - Job Descriptions and Architecture
 - Organizational Adoption
- Telework Program Charter
- Telework Readiness Criteria
- By stakeholder group:
 - Telework Readiness Assessment
 - Recommendations to Achieve Telework Readiness
- Recommended changes to:
 - HR & IT Policies & Processes
 - Training, Communication, Culture and Collaboration
 - Org Structure, Job Descriptions & Performance Management
 - Technology Tools (e.g., performance management tool research)
- Roll-out Plan

◆ Research Executive Partner (EP) Interaction/Engagement (e.g., Managing Virtual Team workshop)





Investment Summary

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Investment Summary: Fees and Expenses

Gartner will conduct the engagement as outlined in this Proposal for a firm-fixed price of \$379,000. Gartner will submit invoices as outlined in the schedule below:

Step	Deliverable(s)	Total
Step 1: Engagement Initiation & Kickoff	<ul style="list-style-type: none"> ▪ Engagement Kickoff Materials ▪ Project Schedule ▪ Project Governance Communications Plan (Gartner-Bexar County) ▪ Interview and Focus Group Guides ▪ Assessment and interview findings 	\$29,000
Step 2: County-Wide Current State Assessment	<ul style="list-style-type: none"> ▪ Identified barriers and potential changes to: <ul style="list-style-type: none"> ▪ HR/IT policies and processes ▪ Productivity and performance management processes ▪ Job descriptions and architecture ▪ Organizational adoption ▪ Telework Program Charter ▪ Telework Readiness Criteria ▪ Telework Readiness Assessment (for each stakeholder group) 	\$120,000
Step 3: Define the Telework Program	<ul style="list-style-type: none"> ▪ Recommendations to achieve telework readiness, including: <ul style="list-style-type: none"> ▪ Changes to policies, processes, decision-making or procedural barriers ▪ Organizational change management initiatives (e.g., training plan, communications, culture and collaboration hacks) ▪ Org structure, job descriptions and performance management ▪ Technology tools (e.g., performance management tool research) 	\$110,000
Step 4: Roll-Out Planning	<ul style="list-style-type: none"> ▪ Recommended changes to: HR & IT Policies & Processes; Training, Communication, Culture and Collaboration; Org Structure, Job Descriptions & Performance Management, Technology Tools ▪ Roll-out Plan 	\$120,000
Total Fixed Fee		\$379,000



Recommended Motion

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- **Direction to engage in a Statement of Work for telework consulting with Gartner, Inc. in the amount of \$379k**