

Date: 2021-11-17

Subject: **BUDGET AMENDMENT AND REQUEST TO BEGIN
PROCUREMENT – Applicant Tracking System (ATS) for a Five (5) Year Period**

Ward: City-wide

Contact: Evi Mangat,
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Corporate Support Services

Report Number: Corporate Support Services-2021-1213

Recommendations:

1. THAT the report titled: Budget Amendment And Request To Begin Procurement Report - *Applicant Tracking System (ATS) for a Five (5) Year Period*, to the Committee of Council meeting of 2021-11-17, be received; and,
2. THAT a budget amendment be approved for project # 191480-041 – Employee Applicant Tracking System to increase the project by the amount of \$749,000, with funding to be transferred from Reserve #4 – Asset R&R
3. THAT the Purchasing Agent be authorized to begin the procurement for an Applicant Tracking System (ATS) for a Five (5) Year Period

Overview:

- Council approved the department's request to replace an Applicant Tracking System as part of the 2019 Capital Budget. In an effort to achieve Council's priority of being a Well Run City and aligning to the strategic priority of being a Good Government, Talent Acquisition and Total Compensation has identified a business need to optimize the City's recruitment process.
- The purpose of this report is to amend the Capital Budget and to authorize the procurement of a modernized Applicant Tracking System through a competitive procurement.

- **This report seeks to obtain Council approval to begin procurement of an Applicant Tracking System (ATS) for a Five (5) Year Period with Two (2) Optional Two (2) Year Renewal Periods.**

Background:

iCIMS is the current Applicant Tracking System (ATS) in use and was aligned with recruitment provider Workopolis in 2012. In 2019 this partnership ended abruptly, leaving the City of Brampton to quickly search out a new solution, or stay with iCIMS by default. To date, the City has not expanded its use of iCIMS or added any additional functionality. Without fully leveraging the features and functions available in a fully implemented ATS the use of the system has been below standard due to poor user experience, lack of value add in attracting strong candidates to the City, and staff productivity and time lost, as a result of inefficient functionalities and processes.

A new ATS solution is required for corporate use throughout the City that is capable of providing users with a more optimal experience, thus providing a necessary scalable solution that can grow with the needs of the City. This can be achieved by offering a more robust system and processes to enable more efficient recruitment practices. Since the City's existing ATS solution was acquired back in 2012, a competitive procurement process is being requested to review and determine the best solution available to meet the City's recruiting needs.

The goal is to modernize the way services are delivered (i.e. by eliminating paper based processes and increasing automation to better support hiring teams), and to adapt best-in-class practices through utilizing new ATS functionalities and re-engineering talent acquisition processes to deliver a more optimal recruitment experience.

Organisations that use a sophisticated Applicant Tracking System (ATS) are more likely to quickly attract, identify, and hire the best candidates. This is a great opportunity for the City to align our systems and technology to our Talent Acquisition Strategy. The goal of a new ATS is to improve operational effectiveness by gaining efficiencies, improving the experience for candidates and hiring managers by providing timely information, tracking progress, and facilitating analytical decision making, which currently does not exist.

The City is in need of a more modern, engaging, efficient applicant tracking system that is well supported and aligned with the current and future needs of the organization and talent. It is expected that the solution will also provide measurable data that will support informed decision making on where to focus recruitment efforts, track star candidates, build future talent pipelines, and keep hiring managers and candidates informed on progress, while enabling future technology advancements.

With a new ATS solution, Human Resources endeavors to minimize the amount of manual processes that currently exist and reduce the number of additional hours being worked by administrative staff. This will allow staff to be leveraged to perform more value-added activities and support increased volumes as the City continues to grow. Significant efficiency improvements can be achieved by eliminating the need for duplicate data entry of candidate information, and by automating processes where possible within the recruitment process, much of which is presently done manually. Additional efficiencies can be realized in the collaboration between the City and candidates throughout the recruiting process.

The new ATS system is expected to enhance the candidate experience exponentially, align with the City's objectives on modernization and future growth, and greatly increase staff usage and optimization of the system by way of improved processes and workflows.

Detailed business requirements have been documented, validated, and approved, and the project team is ready to issue an RFP as soon as the budget is approved.

Current Situation:

Currently, there are several systems that the City's recruitment process engages with at various stages, including:

- Agile Point Workflow for Recruitment Requisition
- PeopleSoft to open a job opening in the recruiting module
- ATS iCIMS with three (3) different portals
- Outlook and Phone to schedule, pre-qualify candidates, and communicate at various stages of the recruitment process
- PeopleSoft Core HR to enter hire details
- EDC Agile Point workflow
- Vendors to support process (Background check vendor, online assessment, skill testing, etc.)

These systems are not integrated, thereby creating the need to re-enter data multiple times, and manually communicate and process paperwork. Shared data is minimal to non-existent. The feedback from the operating areas indicates that the recruit process is slow, systems are difficult and cumbersome to use, and have flaws and inconsistencies that are a concern, which makes the current status extremely inefficient.

Scope of Project:

The proposed solution shall align to the City of Brampton's Term of Council Priority of being a well-run city by fulfilling the need for reliable, accurate and timely processes,

systems and reporting as the City continues to grow and improves service delivery, and ensure administrative efficiencies, legal compliance and data confidentiality.

The new ATS solution shall provide the following values to the team:

- Facilitate a positive candidate, hiring manager, and stakeholder experience.
- Provide ease of use and simple management of applicants and applications.
- Automate pre-screening, categorization, qualification, and assessment of the applications, thereby reducing the manual review and screening currently done by the team.
- Automate workflows and approval notifications within the system to foster collaboration between the applicable teams and users.
- Provide accurate, complete, and timely access to data metrics and analytics, fully integrating, and presenting visually enhanced dashboards and reports.
- Effective navigation of system.
- Capable and effective flow of communications between users and/or stakeholders.
- Sophisticated, robust information management.
- Strategic planning.

Corporate Implications:

Financial Implications:

Staff is requesting a budget amendment be approved for project # 191480-041 – Employee Applicant Tracking System to increase the project by the amount of \$749,000, with funding to be transferred from Reserve #4 – Asset R&R. Sufficient funding is available within Reserve #4 for the requested top-up.

Pending Council approval of this amendment, the total funding available for this initiative will amount to \$1,475,000. Staff will ensure sufficient operating funding is requested in future years of the contract, pending Council approval.

Purchasing Process:

A public Procurement Process will be conducted and the Bid submissions shall be evaluated in accordance with the published evaluation process within the bid document. Purchase approval shall be obtained in accordance with the Purchasing By-law.

All communication with Bidders involved in the procurement must occur formally, through the contact person identified in the Bid Document.

Strategic Plan:

This report supports the Strategic Plan priority area for being a city of opportunities and a well-run city by practicing effective and responsible management of applicants for City's employment opportunities through an advanced applicant tracking system.

Conclusion:

It is recommended that a budget amendment be approved and the Purchasing Agent be authorized to begin the procurement, subject to Council's approval of the budget amendment as described in this report.

Signatures:

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