



# Case Study: City of Boulder

ERP Implementation Requiring an  
Experienced Workday Program Manager

doyle | group

[doylegroup-it.com](http://doylegroup-it.com)

# The Background

A few years before partnering with The Doyle Group, the City of Boulder recognized the necessity of streamlining their HR systems. At that time, they were utilizing nearly a dozen separate systems, encompassing payroll, core HR, and ATS functions. The City acknowledged the significant amount of manual data entry required and the high potential for errors inherent in this process. Understanding the critical importance of accurate human capital data, they decided to implement a unified system. The City evaluated multiple systems and ultimately chose Workday as their preferred solution.

# The Stats

**Location:** Boulder, CO

**Description:** The Doyle Group identified a Senior Workday Program Manager for the City of Boulder to oversee and manage a Systems Integrator for the organization's implementation of Workday, impacting more than 2,000 City employees.



**2,200**

Employees impacted

**12+**

Systems consolidated

**1**

Selected consultant

**30**

Days to fill the role



# The Challenge

In early 2018, the City of Boulder recognized the need for an HRIS system overhaul due to the unsustainable nature of their current ecosystem. With a multitude of disjointed technologies and outdated systems, the City decided to implement Workday as their new HRIS solution. However, lacking in-house Workday expertise, they sought the assistance of The Doyle Group to provide a skilled Workday consultant with strong project management skills. Over the course of 18 months, the consultant collaborated with internal teams, ensuring a seamless implementation process for over 2,000 employees and numerous departments. Through the consultant's expertise, the City of Boulder successfully streamlined their HRIS system, overcoming challenges and achieving a smooth transition to the new Workday platform.

## Identifying the Right Consultant

The City of Boulder sought to engage a consultant capable of effectively operating within a government environment, fostering stakeholder collaboration, and driving the project to be delivered punctually and within budget. Recognizing our expertise in finding consultants experienced in implementing programs like Workday, the City entrusted us with their project needs.

To begin the engagement, The Doyle Group conducted a comprehensive assessment of the City's requirements, meticulously considering factors such as desired experience, cultural alignment, and project budget. Leveraging our in-depth understanding of the talent market, we presented the City with available talent options at various price points. This allowed the City to create a realistic list of expectations that we were well-equipped to fulfill.

Through our extensive network, The Doyle Group identified a consultant who perfectly matched the City's criteria. This consultant had a proven track record, having previously worked in government environments, and was already familiar with our organization. Their exceptional cultural fit with the City ensured seamless collaboration and effective stakeholder engagement, essential factors for successful project delivery.



# The Results

The Doyle Group consultant's exceptional coordination skills played a pivotal role in facilitating a successful collaboration between the City's resources and Workday during the implementation process. The Program Manager's effective communication and collaboration between the system integrator's 20+ staff and the City's team ensured a seamless integration. With a focus on meeting quality assurance standards and aligning with the City's business processes, the Program Manager ensured that the project progressed in the correct order, meeting all baseline requirements.

The project was completed within the designated timeframe and budget, thanks to the Program Manager's diligent coordination. The Doyle Group extended the consultant's contract to oversee the critical "go live" phase and address any potential issues that could arise. This extension mitigated the risk of productivity loss and ensured that the City had a knowledgeable professional to rely on in case of unforeseen challenges.

The Doyle Group maintained continuous communication with both the client and the consultant, ensuring that expectations were consistently met and aligned throughout the project lifecycle. This proactive approach to communication and ongoing support not only helped maintain a strong working relationship but also fostered a collaborative environment among all parties involved. By providing this level of support and maintaining open lines of communication, The Doyle Group demonstrated their commitment to delivering successful outcomes and exceeding client expectations.

**"The Doyle Group is very skilled at helping refine candidate requirements. They know the market well and I trust that they can report back on the talent available at our price point. With that insight, we can craft a realistic list of expectations and are confident in their ability to find a candidate that matches those."**

Mike Giansanti,  
Deputy CIO



# The Doyle Group Delivers Trusted Expertise for Project Execution

The decision to engage The Doyle Group's consultant, driven by their previous experience and deep knowledge in the field, proved instrumental in mitigating the risks associated with organic hiring and uncertainty surrounding the project's success. The comprehensive vetting process conducted by The Doyle Group ensured that the consultant's capabilities precisely matched the project's requirements, instilling a high level of confidence in his ability to deliver exceptional results. This meticulous approach not only minimized the potential for project setbacks but also provided the client with the assurance of having a qualified and reliable professional at the helm.

Throughout the project lifecycle, The Doyle Group remained actively involved, maintaining regular contact to ensure the satisfaction of both the client and the consultant. This ongoing commitment to communication and support went above and beyond the traditional role of a placement agency, enabling swift resolution of any concerns and providing assistance when needed. By fostering a collaborative partnership, The Doyle Group ensured preparedness for any unforeseen challenges that arose during the project and offered effective solutions to mitigate their impact.

The successful outcome of this project serves as a testament to The Doyle Group's expertise in identifying and deploying top-tier consultants. By prioritizing a consultant with a proven track record and cultural fit, The Doyle Group delivered exceptional value to the client, ensuring seamless collaboration, timely delivery, and successful project completion. The firm's unwavering dedication to client satisfaction and ongoing support solidifies its position as a trusted partner for professional services, with a demonstrated ability to navigate complex projects and drive exceptional results.





# The Doyle Group Difference

At The Doyle Group (DG), our approach goes beyond solely identifying technical skills when assessing client needs. We recognize the significance of factors such as personality, work-style, and adaptability to unique environments. This comprehensive understanding enables our team to curate a shortlist of highly qualified candidates who possess the necessary qualifications and can seamlessly integrate into your organization to drive transformative work from day one. From conducting thorough research on your organization's culture and technology requirements to meticulously sourcing, vetting, and presenting candidates, DG offers a comprehensive and customized consultant search experience that encompasses the entire process. Our goal is to provide clients with exceptional talent that not only meets the technical requirements but also aligns with the company's values and culture, ensuring a successful and productive partnership.

"[The Doyle Group's consultant] was a trusted advisor who helped keep this project on time and on budget. He launched the system with very minor flaws —almost a seamless implementation. There were only minor things to correct after go live, which is almost unheard of with a project this large."

Mike Giansanti,  
Deputy CIO

