**STATE OF MAINE**

**Department of Administrative and Financial Services**



**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

|  |  |
| --- | --- |
| **RFP Coordinator** | *All communication regarding the RFP must be made through the RFP Coordinator identified below*.  **Name:** Phillip Platt **Title:** Director of Shared Services  **Contact Information:** [Phillip.Platt@maine.gov](mailto:Phillip.Platt@maine.gov) |
| **Submitted Questions Due** | *All questions must be received by the RFP Coordinator identified above by:*  **Date:** December 9, 2021, no later than 11:59 p.m., local time |
| **Proposal Submission** | *Proposals must be received by the Division of Procurement Services by:*  **Submission Deadline:** December 29, 2021, no later than 11:59 p.m., local time.  *Proposals must be submitted electronically to the following address:*  **Electronic (e-mail) Submission Address:** [Proposals@maine.gov](mailto:Proposals@maine.gov) |

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# **PUBLIC NOTICE**

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**State of Maine**

**Department of Administration and Financial Services**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

The State of Maine is seeking proposals for a System Integrator (SI) to implement the State of Maine’s HRMS.

A copy of the RFP, as well as the Question & Answer Summary and all amendments related to the RFP, can be obtained at: <https://www.maine.gov/dafs/bbm/procurementservices/vendors/rfps>

Proposals must be submitted to the State of Maine Division of Procurement Services, via e-mail, at: [Proposals@maine.gov](mailto:Proposals@maine.gov). Proposal submissions must be received no later than 11:59 p.m., local time, on December 29, 2021. Proposals will be opened the following business day. Proposals not submitted to the Division of Procurement Services’ aforementioned e-mail address by the aforementioned deadline will not be considered for contract award.

**\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\***

# **RFP TERMS/ACRONYMS with DEFINITIONS**

The following terms and acronyms, as referenced in the RFP, shall have the meanings indicated below:

| **Term/Acronym** | **Definition** |
| --- | --- |
| **3rd Party** | A non-State of Maine entity such as a software or service provider. |
| **Administrative Unit** | Administrative Unit references a specific alpha designation (A through Z) for each Collective Bargaining Agreement (CBA) associated with employees within the State of Maine.  An example of this is Administrative Unit ‘A’.  Administrative Unit ‘A’ refers to the Maine State Employees' Association’s CBA with the State of Maine for employees with positions listed in the Administrative Services Bargaining Unit contract.  The State of Maine also utilizes Administrative Units for ‘Confidential’ employees.  These are groups of employees that are not covered by a CBA.  The current grouping- by Administrative Unit - covers all State of Maine employees as well as select clusters of non-state employees. |
| **Agency** | An organization with State government responsible for the oversight and/or administration of a specific function (e.g., Department of Health and Human Services, Education, Corrections) |
| **Bidder** | A respondent to this request for proposal. In this request for proposal, Bidder is synonymous with System Integrator. |
| **BPM** | Business Process Model |
| **CBA** | Collective Bargaining Agreement |
| **DOT P/R** | Department of Transportation Payroll |
| **Department** | Department of Administrative and Financial Services |
| **ESC** | Executive Steering Committee |
| **ERP** | Enterprise Resource Planning |
| **FLSA** | Fair Labor Standards Act |
| **Functional Requirements** | The collection of documentation that describes the State of Maine’s Functional Requirements including Requirements Traceability Matrix, Business Process Models, and gap analysis |
| **Human Capital Management (HCM)** | A suite that supports core HR, payroll, talent management, workforce management and HR service management. |
| **HR** | Human Resources |
| **HRMS Project or Project** | The HR and Payroll modernization and transformation described in Section 1 (A), 1 and as defined in this RFP |
| **OIT** | Office of Information Technology |
| **OSC** | Office of the State Controller |
| **Payroll Company** | For the State of Maine, a Payroll Company is a group of similarly funded positions paid in the same pay cycle. This may be an individual Bureau or Division or a consolidated grouping. |
| **PMO** | Project Management Office |
| **PMP** | Project Management Professional certification, provided by the Project Management Institute |
| **RFP** | Request for Proposal |
| **RTM** | Requirements Traceability Matrix |
| **SaaS** | Software as a Service |
| **SME** | Subject Matter Expert |
| **SOW** | Statement of Work |
| **Stakeholder** | An individual or entity that has significant influence on the Project or is in a position of influence within an organization or group |
| **State** | State of Maine |
| **SI** or **awarded Bidder** | System Integrator |
| **U.S.** | United States |
| **UAT** | User Acceptance Testing |

**State of Maine - Department of Administrative and Financial Services**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

# **INTRODUCTION**

## **Purpose and Background**

The Department of Administrative and Financial Services (Department) is seeking SI services as defined in this Request for Proposal (RFP) document. This document provides instructions for submitting proposals, the procedure, and criteria by which the awarded Bidder will be selected and the contractual terms which will govern the relationship between the State of Maine (State) and the awarded Bidder.

### **Project Scope**

The State has undertaken a Human Resources (HR) and Payroll modernization and transformation. The State previously selected Workday as the software provider for Human Capital Management (HCM). The scope of this RFP involves procuring implementation services for Workday HCM that will provide the State with a Human Resource Management System (HRMS). The State is seeking a single, prime vendor that will be responsible for delivery of the implementation services, including:

* Implementing Workday HCM to service the needs of 13,000 employees and 97 departments (i.e., payroll companies) across 3 branches, Judicial, Legislative, and Executive, including constitutional and statutory offices. The overall scope of the implementation for the HRMS will consist of the following Workday HCM modules: Absence Management, Benefits, Compensation, Human Capital Management Core, Recruiting, U.S. Payroll, and Time Tracking.
* Implementation services to include Project management; requirements confirmation and validation; design, development, and implementation; and support.

Collectively, the scope of the above is herein referred as the “HRMS Project” or “Project.”

### **Department Background**

The Department provides a broad range of services and enterprise solutions to the Executive, the State Legislature, Judicial, Constitutional and Statutory Offices, all state Agencies, and the public. The Department serves as the principal fiscal advisor to the Governor; prepares the state budget; coordinates the financial planning and programming activities of state Agencies; and advises the State Legislature on the financial status of state Government. The Department’s mission, vision, and values guide its operations.

Figure 1: Department Mission, Vision, and Values

|  |  |
| --- | --- |
| **Mission** | To serve the public and deliver essential services to state government. |
| **Vision** | Provide quality services, leadership and accountability, and perform in a manner warranting the highest level of public confidence |
| **Values** | Excellence, teamwork, and innovation; open and continuous communications; diversity, integrity, and humor; a helpful, courteous, and positive attitude; personal and professional growth; pride in our work; leading by example toward environmental sustainability; respect for our fellow state employees and the citizens we serve. |

The Department is a professional services organization focused on the development, delivery, and maintenance of centralized government systems that sustainably support the financial, technological, human resource, environmental and infrastructure health of state government for the benefit of the public and our fellow state Agencies and employees. The Department oversees all aspects of the civil service system and employee training and benefits. The Department also oversees all aspects of, including but not limited to, Human Resources; information technology services; public improvements; maintenance of state-owned building and grounds; procurement; and fleet management.

The Department employs more than 1,200 employees that support the delivery of these functions.

For more information, please visit [www.maine.gov/dafs/](http://www.maine.gov/dafs/).

### **State Background**

The State has approximately 13,000 full-time employees working across 3 branches of government and 3 constitutional offices in hundreds of locations statewide. The Executive Branch, which employs more than 90% of all employees, has fifteen (15) Cabinet-level Agencies, with roughly 150 sub-units. A description of each branch follows below:

Table 1: State Branches

| **Executive Branch** | **Judicial Branch** | **Legislative Branch** |
| --- | --- | --- |
| Responsible for execution of the laws created by the legislature and is headed by the Governor. The Governor is elected every four years, and no individual may serve more than two consecutive terms in this office. | Responsible for interpreting the laws and is headed by the Supreme Judicial Court. All judicial officers are appointed by the Governor and serve a term of seven years. | Responsible for making the laws and is made up of the Senate and the House of Representatives. The Senate has 35 members who are elected every two years, and the House has 151 members who are also elected every two years. |
| Agencies of the Executive Branch:   * Administrative and Financial Services * Agriculture, Conservation & Forestry * Corrections * Defense, Veterans and Emergency Management * Economic and Community Development * Education * Environmental Protection * Health & Human Services * Inland Fisheries and Wildlife * Labor * Marine Resources * Professional and Financial Regulation * Public Safety * Transportation * List of Boards and Commissions | Judicial Branch Agencies:   * Supreme Judicial Court * Superior Court * District Court * Abuse & Harassment * Treatment Courts * Juvenile Cases * Family Division * Traffic Violations * Small Claims Court * Administrative Office of the Courts * Legal Help & Publications | Legislative Branch Offices:   * House of Representatives * Senate * Office of the Executive Director * Office of the Revisor of Statutes * Legislative Information Office * Office of Policy and Legal Analysis * Office of Fiscal and Program Review * Law and Legislative Reference Library * Office of Program Evaluation and Government Accountability |

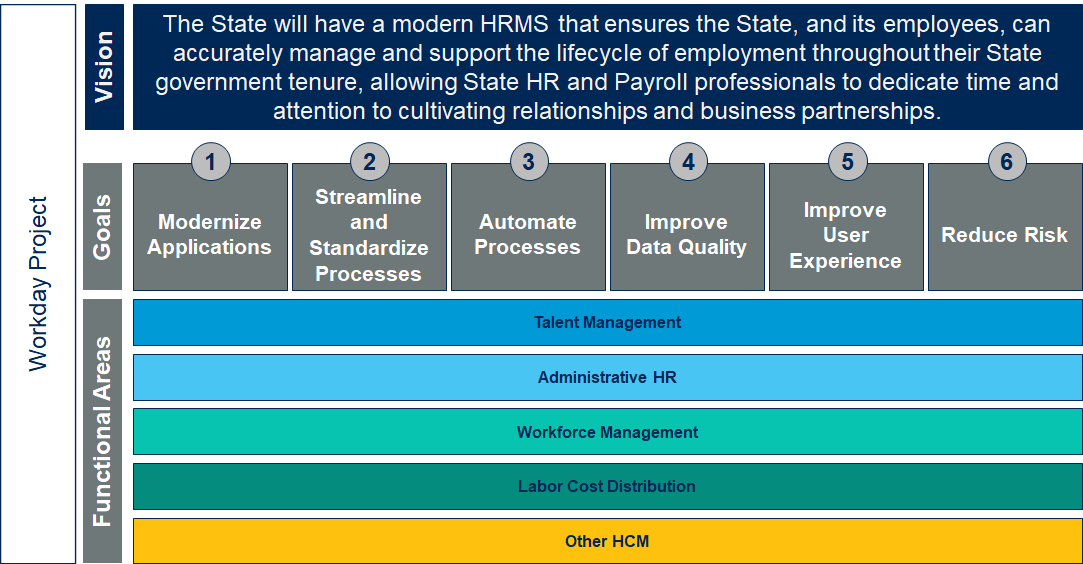
For more information, visit: <https://www.maine.gov/portal/government/branches.html>

### **Project Goals and Outcomes**

As previously stated, the State has undertaken a HR and Payroll modernization and transformation. To establish the necessary principles to achieve success and the desired transformation, the State has outlined the following goals, Project success criteria, and guiding principles for the Project.

#### **HRMS Project Vision and Goals**

Figure 2: HRMS Project Vision and Goals



##### **Modernize Applications:** The State seeks to modernize its HR and Payroll system and to reduce/consolidate the duplicate applications currently supporting HR and Payroll processes. This goal also aims to simplify the current technology support structure and environment. This goal will also retire aging systems that introduce risk in the current operating environment.

##### **Streamline and Standardize Processes**: The State seeks to streamline and standardize its current disparate processes, where possible, and has made advancements in this area as of the writing of this RFP. This goal will put the State in a position to succeed with process automation.

##### **Automate Processes**: The State seeks to IT-enable and remove paper-based process wherever possible. This goal will help to increase operational efficiencies and reduce processing risks that are inherent to a manual environment. In some instances, process automation will also enhance current functionality.

##### **Improve Data Quality**: The State seeks to create transparency into data between HR, employees, and managers. The State hopes that through process automation, more data will be available in the system and that data quality will improve.

##### **Improve User Experience**: The State would like to improve user experience by providing self-service and mobile functionality to employees and their managers.

##### **Reduce Risk**: The State seeks to improve and expand the current HR and Payroll control environment through restrictions, validations, and edits that the State does not currently have in place. This goal will help to improve data quality and to also provided enhanced auditing capabilities.

#### **HRMS Project Success Criteria**

Table 2: HRMS Project Success Criteria

|  |  |
| --- | --- |
| Transform | * Capabilities and end-to-end processes, in alignment with business requirements, Enterprise Resource Planning (ERP), and State government best practices, through leadership and championship from the Department. * Business processes across the organization to standardize and simplify processes, maximize the value of an integrated system, improve the availability and quality of data, and allow for multi-faceted (branch, Agency, Project, etc.) reporting and insights. |
| Deliver | * Workday, a Software as a Service (SaaS) based application, within the agreed upon schedule and budget with no major business disruptions or outstanding risks. * Adequate preparation for users to avoid business disruption on day one, with resources in place for continued learning and technical support. * Post-implementation resolution of all outstanding issues. * An HRMS that is secure, protects personal data and limits access to that data to the appropriate authorized employees and personnel, without hindering the ability to perform work. * An HRMS that is regularly updated by the vendor(s) to accommodate new regulatory demands and best practices while preventing obsolescence. * A documented process for managing system updates, to ensure compatibility with existing business practices, and appropriate communication and support for end users. * An HRMS configured to meet the current needs of State users with decisions that are reliable, maintainable and flexible for future needs/requirements in mind. * An HRMS from recruitment to separation that will track all personnel information and maintain history throughout the employment lifecycle in compliance with record retention policies. |
| Maintain Compensation and Benefits | * Through timely and accurate payments each pay cycle. * Through compensation based on timesheets entered by time interval and other available and applicable application parameters. * Through automation of payroll calculations for all pay components (e.g., regular, differentials, stipends, overtime, holiday, leave, etc.) based on time tracking/time entry. * Through compensation, leave and other benefit calculations that comply with relevant collective bargaining agreements, rules, policies, and Fair Labor Standards Act (FLSA). * Through employee payments that comply with the greater of the collective bargaining agreement or FLSA standards. * Through payments, withholdings, leave and other benefit elections that are accounted for properly and reportable. |
| Experience | * Stakeholder engagement through transparent communication and clear understanding of the drivers of change and future expectations. * Employee empowerment to be more effective and impactful at their job and develop applicable skills through improved technical capabilities. * User interactions that are positive and intuitive by integrating related system applications and maximizing self-service information and opportunities. |
| Evolve | * The effectiveness of the governance structure and support model through HRMS Stakeholder Advisory Team and Agency Subject Matter Expert (SME) employee feedback, as well as Stakeholder management (see **Part II D**). * The value of the investment through agile and iterative implementation of new technology. * The functionality and quality of support for business needs through commitment to the vision. |

#### **HRMS Project Guiding Principles**

Table 3: HRMS Project Guiding Principles

|  | **Principle** | **Summary** |
| --- | --- | --- |
| Strategy | Business Model | * The State will provide the HR and Payroll product used by the Executive, Legislative, and Judicial branches * The State will continue to operate as the HR and Payroll service provider to the three branches of State government. |
| Orientation | * The State will focus on standardization and centralization to every extent possible. * The State will aim to standardize processes to the greatest extent possible for all branches. |
| Policy Definition | * The State will centrally define policies and baseline configuration to every extent possible. * The State will provide standardized functionality where appropriate to all three branches, permitting localizations as required by statutory requirements or policies. * The State will manage the solution centrally. |
| Policy Execution | * The State will centrally control business processes and set core business process definitions. * The State will provide standardized functionality, permitting essential localizations and exceptions where there is a compelling business case. |
| Operational | Application Architecture | * The State will use standardized functionality to every extent possible. * In exception cases, the State may use third-party point solutions to provide functionality gaps and to reduce Workday customizations (e.g., scheduling, labor cost distribution, retirement). |
| Framework | * The State will deploy an open architecture that allows for interoperability functionality when required. |
| Maturity | * The State will utilize modern, mature technology. |
| Process | * The State will drive towards standardization around software functionality, adjusting processes to system functionality. * The State prioritizes standard processes within a solution over customization. |
| Governance | Structure | * The State will structure Project-governance at the State-level with frequent Agency input. * In its role as a service center, the State will factor Agency participation in Project-governance. |
| Agency Participation | * The State will look for high Agency involvement in the process standardization decision-making and will ensure that Agencies are significant beneficiaries of change management activities. |
| Prioritization | * The State will direct Agencies to use the solution. |

### Current Landscape

#### Current Work Environment

There are multiple disparate systems in place to support the State’s HR and Payroll needs. Historically the State has had non-standardized processes, and it was not uncommon for the State to perform the same activity through different processes. The State uses paper-based methods to record HR activities and actions. Additionally, staff frequently perform payroll calculations through manual, offline processes that can cause the State to track manual adjustments outside any system. These current processes are time-consuming, prone to errors, and make secure record-keeping difficult – exposing the State to risk. The State lacks the ability to capture an audit trail for many activities.

#### Summary of Payroll Companies Served

There are total of 97 departments (i.e., Payroll Company or Payroll Companies) to which the State provides HR and payroll services. At the time of this RFP, a total of 62 of these payroll companies have active employees and 58 of these payroll companies have active positions.

Table 4: Summary of Payroll Companies and Employee Count

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Active Employees | | Active Positions | |
|  | All Payroll Companies | Payroll Companies | Employee | Payroll Companies | Positions |
| Executive | 84 | 54 | 11,067 | 54 | 13,192 |
| Judicial | 1 | 1 | 538 | 1 | 574 |
| Legislative | 3 | 3 | 361 | 3 | 426 |
| Subsidy Employees | 9 | 4 | 214 | 0 | 0 |
|  | 97 | 62 | 12,180 | 58 | 14,192 |

Payroll Companies comprise the Executive, Legislative, and Judicial branches from a financial accounting perspective. For example, all employees in Agriculture, Conservation, and Forestry have a 00100 company designation and all employee records will be assigned to this company designation. On the accounting side, the position for employees in this Payroll Company have an Agency designation of 01A with additional information for funding and appropriation unit potentially unique to the position. To create a new Payroll Company requires Legislative action in coordination with the Bureau of Budget and the Office of the State Controller (OSC).

The Payroll Companies split into two overarching pay cycles processed on a bi-weekly schedule, which generally equates to 26 pay periods per year for each cycle. There are some weekly, monthly, quarterly, and annual payments made as well, however the two pay cycles accommodate these payments by way of additional control factors. The two pay cycles run biweekly payroll on alternating weeks. Cycle A runs one week and includes a Department of Transportation Payroll (DOT P/R) interface and Cycle B runs the next week. Therefore, payroll runs every week with one biweekly cycle one week and the other the second week. The following number of active employees are part of each pay cycle:

* + 6,650 Cycle A Active Employees
  + 5,530 Cycle B Active Employees

The following number of payroll (earning) and deduction codes exist in today’s processing environment.

* + 82 Pay (Earning) Codes
  + 72 Deduction Codes
  + 3 Tax Codes

These codes may increase based on work OSC is doing with parsing out the codes in anticipation of this Project. Where possible, the State will maintain a one-to-one relationship between legacy and the new HRMS system.

In addition to Payroll Companies, the State also organizes employees by Administrative Units (Administrative Units), which align employees to their Collective Bargaining Agreements (CBA). The current grouping, by Administrative Unit, covers all State employees as well as select clusters of non-State employees. The State also utilizes Administrative Units for ‘Confidential’ employees. These are groups of employees not covered by a CBA.

Table 5: Listing of State Administrative Units

| **Admin Unit Name** | **Link to Agreement** | **Admin Unit** | **Associated Collective Bargaining Agreements or Other Reference Manuals** | **Admin Unit Abbreviation** |
| --- | --- | --- | --- | --- |
| Administrative Services Bargaining Unit | <http://www.mseaseiu.org/wordpress/contracts/Executive_Branch/ADMIN%202019-2021%20FINAL.pdf> | A | Maine State Employees' Association - Administrative Services Bargaining Unit | MSEA - A |
| Professional & Technical Services | <https://www.maine.gov/oer/contracts/msea/PT%202019-2021%20Final.pdf> | B | Maine State Employees' Association - Professional and Technical Services Bargaining Unit | MSEA - B |
| Institutional Services | <https://www.maine.gov/oer/contracts/afscme/2019-2021%20AFSCME%20CBA%2001-24-20%20Final.pdf> | C | American Federation of State, County, and Municipal Employees' Institutional Services Unit. AFSCME covered positions in Correctional facilities or Hospitals. | AFSCME |
| Supervisory Services Bargaining Unit | <https://www.maine.gov/oer/contracts/msea/SSU%202019-2021%20Final.pdf> | D | Maine State Employees' Association - Supervisory Services Bargaining Unit | MSEA - D |
| Operations, Maintenance & Support | <https://www.maine.gov/oer/contracts/msea/OMS%202019-2021%20Final.pdf> | E | Maine State Employees' Association - Operations, Maintenance and Support Services Bargaining Unit | MSEA - E |
| Maine State Law Enforcement Association | <https://www.maine.gov/oer/contracts/mslea/MSLEA%202019-2021%20Final%2012092019.pdf> | F | Maine State Law Enforcement Bargaining Unit | MSLEA |
| Law Enforcement 374 | <https://www.maine.gov/oer/contracts/statetrooper/Finalized%202019-2021%20MSTA%20contract%2011-1-19.pdf> | G | Maine State Troopers Association - State Police Unit | MSTA |
| Title V, Confidential | <https://www.maine.gov/bhr/sites/maine.gov.bhr/files/inline-files/confidential9-2021_0.pdf> | H | Employees that serve at the pleasure of a high-ranking appointed official such as the Governor, Commissioner, etc. Exempt from Collective Bargaining. Rules applicable to Confidential Employees in the Executive Branch Apply. Rules are in Civil Service Law and Rules. | Title V - Confidential |
| JUDICIAL EXEMPT | Not Available | J | Judicial Employees Exempt from Collective Bargaining. Governing Rules not provided. | Judicial - J |
| Maine Legislative Council (Admin Unit of Legislative Employees) | <https://www.mseaseiu.org/wordpress/contracts/Legislature/LC-MSEA_2019-2021_CBA.pdf> | L | Legislative - Includes both Employees covered by the Maine State Employees Association Administrative Unit for Legislative Employees and Employees covered by the Legislative Personnel Policy Manual. | Legislative - L |
| Special Assistants to the Governor | <https://www.maine.gov/bhr/sites/maine.gov.bhr/files/inline-files/confidential9-2021_0.pdf> | M | Special Assistants to the Governor. It's reported that rules applicable to Confidential Employees in the Executive Branch Apply. Rules are in Civil Service Law and Rules. | Spec. Asst. to the Governor |
| Salary Set by Statute | <https://www.maine.gov/bhr/sites/maine.gov.bhr/files/inline-files/confidential9-2021_0.pdf> | O | Special Assistants to the Governor. It's reported that rules applicable to Confidential Employees in the Executive Branch Apply). Rules are in Civil Service Law and Rules. | Salary Set by Statute |
| Judicial Administrative Services | <http://www.mseaseiu.org/wordpress/contracts/Judicial%20Branch/DRAFT-Admin-Contract-2021-23.pdf> | P | Judicial Employees and includes Employees covered by the Maine State Employees Association Administrative Bargaining Unit with the Judicial Branch and Maine State Employees Association Law Enforcement Bargaining Unit Agreement with the Judicial Branch. | Judicial - P |
| Judicial Professional Services | <http://www.mseaseiu.org/wordpress/contracts/Judicial%20Branch/DRAFT-Prof-Contract-2021-23.pdf> | Q | Judicial Employees covered by the Maine State Employees Association Professional Services Bargaining Agreement with the Judicial Branch. | Judicial - Q |
| Judicial Supervisory Services | <http://www.mseaseiu.org/wordpress/contracts/Judicial%20Branch/DRAFT-Supervisory-Contract-2021-23.pdf> | S | Judicial Employees covered by the Maine State Employees Association Supervisory Services Bargaining Agreement with the Judicial Branch. | Judicial - S |
| Maine Military Supervisory Services Bargaining Unit | <http://www.mseaseiu.org/wordpress/contracts/Maine%20Military/SSU_ME-Military_FINAL_CONTRACT_EXPIRES_2014.pdf> | V | Maine Military Authority - Maine State Employees Association Supervisory Services Collective Bargaining Agreement | MMA- Supervisory |
| Confidential Positions | <https://www.maine.gov/bhr/sites/maine.gov.bhr/files/inline-files/confidential9-2021_0.pdf> | X | Confidential Employees in the Executive Branch. Exempt from Collective Bargaining. Governing Rules are in Civil Service Law and Rules. | Confidential |
| Financial Order Required | <https://www.maine.gov/bhr/sites/maine.gov.bhr/files/inline-files/confidential9-2021_0.pdf> | Y | Employees that serve at the pleasure of the Governor, Commissioner or another high ranking appointed Employee. Exempt from Collective Bargaining. Rules applicable to Confidential Employees in the Executive Branch Apply. Rules found in Civil Service Law and Rules. | Financial Order |
| Ineligible for Bargaining Unit | None | Z | Rules applicable to Confidential Employees in the Executive Branch Apply. Rules are in Civil Service Law and Rules. | Ineligible for Bargaining Unit |

#### Current State HRMS Applications Landscape

**Figure 3** depicts the State’s current application landscape for HR and Payroll. This reflects the legacy systems currently maintained by the State and is not a comprehensive view of the integrations external to the State’s HRMS architecture (See **Appendix H** for a list of the State’s integrations).

Figure 3: Current State HRMS Applications



**Table 6** contains additional information on current state HRMS applications identified in **Figure 3**. It is the expectation of the State that the HRMS will replace the functionality currently fulfilled by an application to be retired because of this Project. It is also the expectation of the State that the HRMS will replace the functionality for retained applications, and potentially post-production cutover, that do not require integrations. Retained applications may or may not require data conversion as indicated by the Y/N indicator in column ‘DC to HRMS’ (refer to **Part II. F.6** for the scope of data conversion services). The State will utilize retained applications that do not require data conversion or an integration to the new HRMS solution for legacy data reference and archival purposes.

**Table 6** column definitions:

|  |  |
| --- | --- |
| 1. Application Name: | Name of legacy application |
| 1. Description / Use: | Short description of legacy application |
| 1. On-Premise / SaaS: | In-house hosted solution (On-Premise) or cloud-based solution (SaaS) |
| 1. Retain / Retire: | Legacy application will remain active (Retain) or legacy application will be decommissioned (Retire) |
| 1. Data Conversion to HRMS: | Indicates a need for that application’s legacy data (historical and/or current data) to be converted or migrated into the HRMS for the new solution to function properly |
| 1. Integration to HRMS: | Indicates a need for an integration (inbound our outbound) between the legacy application and HRMS solution |

Table 6: Current State HR and Payroll Applications

| **Application Name** | **Description / Use** | **On-Premise / SaaS** | **Retain / Retire** | **DC to HRMS** | **Integra-tion to HRMS** |
| --- | --- | --- | --- | --- | --- |
| BFMS Budgeting System[[1]](#footnote-2) | Budget and financial management system | On-Premise | Retain | N | Y |
| State of Transportation Free2000 | DOT’s ERP | On-Premise | Retain | N | Y |
| Advantage Financial | General leger | SaaS | Retain | N | Y |
| ATS Worker’s Comp | Worker’s compensation application | SaaS | Retain | N | Y |
| TAMS | Time and attendance management system | On-Premise | Retire | Y | N |
| ESS | Employee self-service | On-Premise | Retire | Y | N |
| MFASIS | Maine Financial and Administrative Statewide Information System (Current HR Management System) is a biweekly payroll/personnel/position control system that supports all employees in all branches of state government. | On-Premise | Retire | Y | N |
| Doculynx | Microfiche repository | On-Premise | Retain | N | N |
| Intuit Quickbase | Benefits application | On-Premise | Retain | N | N |
| TrackStar | Recruiting application | SaaS | Retain | N | N |
| Attendance On Demand (AOD) | Scheduling and time tracking for correctional and institutional facilities | SaaS | Retire | Y | N |

## **General Provisions**

### From the time the RFP is issued until award notification is made, all contact with the State regarding the RFP must be made through the RFP Coordinator. No other person/ State employee is empowered to make binding statements regarding the RFP. Violation of this provision may lead to disqualification from the bidding process, at the State’s discretion.

### Issuance of the RFP does not commit the State to issue an award or to pay expenses incurred by a Bidder in the preparation of a response to the RFP. This includes attendance at personal interviews or other meetings and software or system demonstrations, where applicable.

### All proposals must adhere to the instructions and format requirements outlined in the RFP and all written supplements and amendments (such as the Summary of Questions and Answers), issued by the State. Proposals are to follow the format and respond to all questions and instructions specified below in the “Proposal Submission Requirements” section of the RFP.

### Bidders will take careful note that in evaluating a proposal submitted in response to the RFP, the State will consider materials provided in the proposal, information obtained through interviews/presentations (if any), and internal State information of previous contract history with the Bidder (if any). The State also reserves the right to consider other reliable references and publicly available information in evaluating a Bidder’s experience and capabilities.

### The proposal must be signed by a person authorized to legally bind the Bidder and must contain a statement that the proposal and the pricing contained therein will remain valid and binding for a period of 180 days from the date and time of the bid opening.

### The RFP and the awarded Bidder’s proposal, including all appendices or attachments, will be the basis for the final contract, as determined by the State.

### Following announcement of an award decision, all submissions in response to this RFP will be public records, available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA) ([1 M.R.S. § 401](http://www.mainelegislature.org/legis/statutes/1/title1sec401.html) et seq.).

### The State, at its sole discretion, reserves the right to recognize and waive minor informalities and irregularities found in proposals received in response to the RFP.

### All applicable laws, whether or not herein contained, are included by this reference. It is the Bidder’s responsibility to determine the applicability and requirements of any such laws and to abide by them.

## **Eligibility to Submit Bids**

Below are the State’s requirements in terms of Bidder experience required to submit a proposal:

### Have successfully implemented within the last five (5) years the Workday modules listed in **Part II. C** for at least three (3) U.S. based Public Sector (e.g., for Federal, state, or local government) governments and at least one of those shall be comparable in size to the State as also described in **Part I. A** of this RFP.

### Be a certified Workday system implementation partner.

### Be able to have all offsite work delivered by the assigned Project team within the continental United States (U.S.).

### Be able to provide Key Personnel that meet the criteria as specified in **Part II F.2**. These key personnel include:

#### Delivery Oversight Executive

#### HRMS Project Manager

#### Lead Business Analyst

#### Lead Technical Analyst

#### Data and Analytics Lead

#### Testing Lead

#### Training Specialist

#### Organizational Change Management (OCM) Specialist

## **Contract Term**

The State is seeking a cost-efficient proposal to provide services, as defined in the RFP, for the anticipated contract period defined in the table below. The actual contract term (start, end dates) will be established by a completed and approved contract. The State is seeking the Bidders’ position and point of view on their recommended approach and timeline that will be most beneficial to the State and lead to a successful and cost-effective implementation.

Contract Renewal: Following the initial term of the contract, the State may opt to renew the contract for two one-year renewal periods, subject to continued availability of funding and satisfactory performance.

## **Number of Awards**

The State anticipates making one (1) award as a result of the RFP process.

# **SCOPE OF SERVICES TO BE PROVIDED**

# 

## **Functional Requirements**

### Overview

The functional requirements include high-level descriptions of the in-scope functional areas for the HRMS Project and desired business capabilities. The State identified the following in-scope functional areas:

#### Talent Management

##### Recruiting

#### Administrative HR

##### Benefits

##### Payroll

#### Workforce Management

##### Absence

##### Financials

##### Time Tracking

#### Labor Cost Distribution

##### Payroll Distribution

###### Default Allocations

###### Modified Default Allocations

###### Project and Task Level Allocations

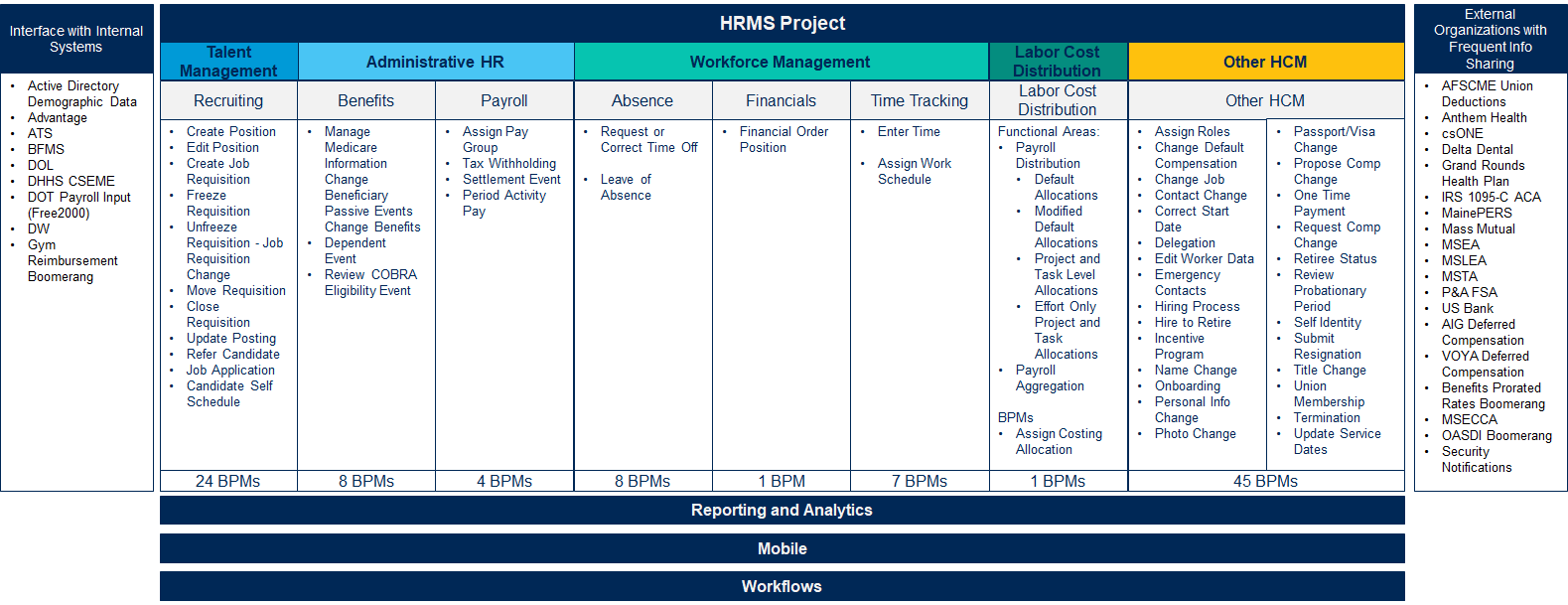
###### Effort Only Project and Task Allocations

##### Payroll Aggregation

#### Other Human Capital Management (HCM)

**Figure 4** represents the key business activities for the HRMS Project. The State would like to automate these activities through system-driven workflows and offer an improved end-user experience through mobile tools. Reporting will play an important role in sharing routine reports with internal State organizations and external non-State organizations. The figure also depicts potential interfaces the HRMS will have with existing State applications, as well as information sharing to external non-State organizations.

Figure 4: HRMS Project Proposed Business Architecture



The State has several known functional challenges that include scheduling, labor cost distribution, and benefits (see **Part I. A** for more information on current state). The State considers these to be complex and requiring experience to technically enable these capabilities. The State is seeking to understand from Bidder’s how to overcome these challenges.

This section is a narrative overview intended to complement the detailed requirements documented in the Requirements Traceability Matrix (RTM) in **Appendix G** and does not describe all requirements articulated in this attachment. Bidders must review and consider the materials in **Appendix G** as part of the Functional Requirements for the HRMS Project, which include the RTM, Business Process Models (BPM), and reports (collectively, Functional Requirements).

The awarded Bidder will be responsible for implementing an HRMS that will enable the above listed functional areas, including all information described in this **Part II. A** and **Appendix G.**

### Functional Area Descriptions

#### Talent Management: This capability includes recruiting, onboarding, performance and engagement management, compensation planning, career and succession planning, learning and development, and workforce planning.

##### Recruiting

###### Create Position – The State uses this process when it needs to create a new position, which is necessary for hiring. Position management requires the State to tie positions to budgets and create controls for recruiting and hiring. In this process, the State will create a functional job analysis and gain necessary approvals.

###### Edit Position –

Edit Position - This process allows the State to make changes to position description, job restrictions, and other position parameters.

Edit Position Restrictions – This process allows the State to add or edit information on a position that can be different from the worker. These attributes tie directly to the position and can be different than the details on the worker.

Edit Position Restrictions Additional Details - The State may also need to add organizational details directly to the position.

###### Create Job Requisition – The State creates requisitions when they make the decision to fill a position. Job requisitions refer to a request for a new hire and provide an explanation of this need and outlines the new hire budget. The creation of a requisition allows for applicants to apply for the position and supply the State with a pool of candidates from which to make a hiring decision.

###### Freeze Requisition –

Temporarily Prevent Hiring - Requisitions are frozen when the State wants to temporarily prevent hiring into a position and hold the requisition for a later date. Freezing the position allows the State to unfreeze it and make it available for hiring at any time rather than closing the position entirely.

Stop Active Recruiting – The State sometimes makes a decision to stop or pause on actively recruiting for an open position. In these instances, the State will freeze the requisition and remove from job boards until they complete an organizational review. The State can unfreeze and resume recruitment after organizational review.

Unfreeze Requisition – The State determines that they want to reverse a previously frozen requisition and resume recruiting for the position. The job may be manually reposted to job boards as recruiting resumes.

Job Requisition Change – This process allows the State to edit attributes of the job requisition such as location or time type (full time or part time).

Move Requisition - The State will move requisitions during the recruiting process if requisition needs to move to another leader. For example, moving the requisition from Hiring Manager A to Hiring Manager B. Nothing else changed about position or the requisition.

Close Requisition – When the State decides to stop recruiting for a position and will not fill the position for any reason, the State will close the job requisition. Closing a requisition means that the position is no longer available to fill and will require a new requisition and necessary approvals.

Update Posting – This process allows the State to update a job posting as required.

Refer Candidate – The State allows for employees to refer candidates for a job/position. Referring candidates is optional and employees can refer candidates at any time.

Job Application - Once the State creates a job requisition, this process allows for an applicant to submit a resume so that the State can review candidates and make a hiring decision. An applicant refers to a person that applies for a job by sending a resume. Candidate refers to an applicant that the State is considering based upon application. This process includes the screening of candidates up to ready for hire.

Candidate Self Schedule – This process allows approved candidates to self-schedule their interview from available interview schedule time slots.

#### Administrative HR: This capability includes core HR (organizational, job and employee data, employment life cycle transactions, employee, manager, and role-based self-service access), benefits, and payroll administration.

##### Benefits: Benefits management includes the policies and procedures for benefits administration including worker eligibility, enrollment, work/life event change, and processing. Below are short descriptions of several key benefits management process areas:

###### Manage Medicare Information - Recording of Medicare coverage details for an employee, retiree, or dependent.

###### Change Beneficiary – A beneficiary is a person who derives advantage from something, especially a trust, will or life insurance policy. An employee may update or change beneficiary information for things such as 457(b) Deferred Compensation Plan.

###### Passive Events - Passive events are automated benefit enrollment tasks based on eligibility and/or conditional criteria.

###### Change Benefits

Life Event - Life Event is an event that causes an employee to want to add or remove someone from their benefits/insurance(s) such as birth, marriage, or death. The employee can add and remove those on their insurance(s) based on the life event. This process includes enrollment of or removal of someone from their health insurance (not life insurance) and usually includes approvals and required documentation.

Job Change – Benefits can change based upon job position. This process switches which position to reference for benefits eligibility.

Open Enrollment – Open enrollment is the annual period where individuals can enroll in, make changes to, or cancel their insurance plan(s). This the process for annual benefits enrollment for employees which includes notifications, coverage review and election period, and review and approvals.

###### Dependent Event – A dependent is a spouse, partner, or child of an employee. A dependent event is the process to add, edit or delete an employee’s dependent to the system only, not to specific benefits plan coverage. This State uses this process when an employee requests the addition of a dependent outside of Open Enrollment and a Life Event.

###### Review Cobra Eligibility Event – COBRA gives individuals who experience a job loss or other qualifying event the option to continue certain current benefits coverage for a limited amount of time. This process allows for the State to review benefits following an employee termination and any associated COBRA information.

### Payroll: Payroll includes earnings and deductions setup, tax setup, import of time and exception hours, entry of special pay items, gross-to-net calculation, retroactive pay adjustments, trial payroll review/corrections, payroll confirmation, and payroll accounting. Payroll may also include check/advice printing, tax filing and money movement. Below are short descriptions of several key payroll process areas:

#### Assign Pay Group – a Pay Group is an organization type that groups workers and the rules controlling pay calculations. This is the process through which the State assigns or changes an employee’s pay group and then payroll approves.

#### Tax Withholding – a Tax Withholding is the portion of an employee's wages remitted directly to the federal, state, or local tax authorities and not included in employee pay. Employees may elect to update tax withholdings from time to time. This is the process through which employees initiate updates and the appropriate approvals and updates occur.

#### Settlement Event – Settlements are a group of items the State pays, such as supplier invoices and expense reports, and payments, such paychecks and ad hoc supplier payments, that the State treats as one unit when selecting and settling payments. This is the process that allows the State to initiate and enter settlement payments to employees. The State pays employees either through direct deposit or check.

#### Period Activity Pay – Period activity pay distributes pay over a set time. Administration for this pay occurs outside of formal compensation. With period activity pay, the employee receives payments in equal distributions over the pay cycles included in the payment timeframe. For example, this process applies to legislators that have a set salary for the number of sessions they attend.

### Workforce Management: This capability includes absence management, time capture, time and attendance evaluation, task/activities tracking, budgeting and forecasting, and scheduling.

#### Absence: Absence management includes the policies and procedures for regulating and monitoring employee’s attendance. The State has two main process categories for absence management: (1) requesting or correcting time off and (2) leaves of absence. There are no distinct rules for what defines time off versus a leave. That said, the following generally hold true:

##### Time Off - Mostly used for partial days, singular days, or a week. Employees accrue a time off balance or an eligible entitlement. When an employee takes time off the time deducts from this balance based on the absence type, such as sick or vacation time. Time off can be paid, unpaid, or a combination.

##### Leave of Absence - Leaves typically refers to an absence that is longer in nature than time off, for which return-to-work date is not always known, and/or is for a statutory or regulatory leave, such as FMLA. A leave can be paid, unpaid, or a combination.

#### Financials: Financial management includes the policies and procedures for managing and reporting on HR financials. For the State, this primarily includes the process of creating Financial Position Orders. Financial Position Orders are the balance sheet for financials. This process collects and organizes data proving salary savings, which serve as the inputs to create a Financial Position Order.

#### Time Tracking: Time tracking includes the policies and procedures for tracking, calculating, submitting, and approving employee timesheets. Regardless of the method for entering the time, whether integrated or through user-interface, time clock events or time blocks, the underlying process to enter time is constant.

##### Enter Time – The process of adding either time punches (In and Out timestamps) or time blocks (quantities of elapsed hours) to a worker’s timesheet. This process allows the State to track different types of time, record Project hours, and/or use in combination with configured Time Calculations to tag hours with any required work tags which the State uses to record accounting attributes such as location and cost center and calculate pay earnings appropriately.

#### Work schedules document the expected hours and days worked by the employee(s) in the schedule. Time tracking time calculations may need to reference the work schedule calendars to pay differently if work hours are within or outside of the schedule. Additionally, schedules help prevent employees from requesting absence or time off for days that they do not work.

##### Assign Work Schedule – The process of defining an employee’s work schedule. Work schedules define what days of the week and what times of day and number of hours that the State expects employees to work. Schedules can even have patterns which span multiple weeks.

### Labor Cost Distribution: This sub-section contains an overview of the functional area as well as some detailed requirements not included in the RTM.

#### Payroll Distribution

##### Default Allocations – Default cost center assignment at the position level. Identifies the Fund, Agency, Appropriation level assignment of payroll costs for a position if no other cost centers, lower-level reporting identified for the position and/or earning and deduction codes

##### Modified Default Allocations - Assign Costing – a position may have costs separated into multiple labor costs and the State must assign costing allocations. The State typically creates and manages budgets using these allocations and lower-level distributions.

###### The State manages and populates Cost center assignment to the position through the BFMS integration and approved by the position control role within the Bureau of the Budget. Agency level staff can only assign lower-level reporting that is assigned to the given cost center

##### Project and Task Allocations – Employee assigned Project and tasks entered at the time sheet level and time block level. The State Agency staff create Projects and tasks that are then assigned to individual and groups of positions to be assigned on the employee’s time sheet. These Projects and tasks identify specific fund level and detail level accounting strings used to redistribute payroll costs associated work performed and overwrite any funding identified on the position (default funding) and costing allocations (modified default funding).

###### Agency users have the ability to group Project and task codes into groups and assign positions to the Project and task rather than needing to assign Projects and tasks to individual positions;

###### Projects and tasks have effective from and to dates to limit their use to specific time periods;

###### Available attributes are provided through an interface from the State’s accounting system, are not free form, and include combination/validation edits; and,

###### Available attributes are security & row filtered at the department/Payroll Company number.

##### Effort Only Project and Task Allocations – Employee assigned effort only Project and tasks entered at the time sheet level and time block level. Agency staff create effort only Projects and tasks that are then assigned to individual and groups of positions to be assigned on the employee’s time sheet. Effort only Projects and tasks are reporting level only and do not redistribute payroll costs away from the accounts identified at the modified default level or default level in the event that there is no modified default assignment to the position.

##### Payroll Aggregation – The State will have the ability to aggregate all payroll expenses, deductions, and taxes to include in the payroll settlement. The State must account for all costs in a payroll settlement and the State must include all costs in a payroll posting/journal. For those payroll postings, the State must generate an accompanying summarized posting and also included in the payroll journal to the State’s general ledger.

### Other HCM – These are a broad range of functional needs that support attracting, developing, engaging, retaining, and managing the State’s workforce. This RFP includes other HCM as a separate capability as it includes elements of administrative HR, Talent Management, and Workforce Management.

## **Technical Requirements**

### Key Technical Requirements

### This section contains the State’s detailed Technical, or Non-Functional, Requirements. Bidders must reference this section in preparing a response to this RFP.

### MaineIT requires adherence to the following policies:

### [General Architecture Principles](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fgeneral-architecture-principles_1.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668921760%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=xoygMbk29gJ6f9hdI4m%2FE8Mxyzr3OVRhoItC%2BQmQlCo%3D&reserved=0)

### [System and Services Acquisition Policy and Procedures (SA-1)](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fsystem-services-acquisition-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668931718%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=43X3PKiAgETC%2BAtJ%2BbtxAWxF82c7Cm4OYv8WO2RCZvQ%3D&reserved=0)

### [Application Deployment Certification Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fapplication-deployment-certification_0.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668941672%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=cGTadoS8iRY8n3pbzp3G4Ja77qsyMrkxftqSNuArw3k%3D&reserved=0)

### [Digital Accessibility and Usability Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fdigital-accessibility-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668941672%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=%2FJgBIh8U6Ni6uZeeWyeOvO6C8CqKdTc0egRURjmKM6U%3D&reserved=0)

### [Remote Hosting Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fremote-hosting-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668951673%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=qn788RHZ6F99zfIjaCiENRFsyMRPB21HyiMuOQeVZsc%3D&reserved=0)

### [Data Exchange policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fdata-exchange-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668951673%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=fPmJGl5Ki1ZOojwR1YQQTTskGk%2FYPP4%2FNfztNGVhQSY%3D&reserved=0)

### [Information Security Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Finformation-security-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668961589%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=9clfM1a3lU7hnmGpusrLV6yHGMyawsPak7KYMouwaak%3D&reserved=0)

### [Access Control Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Faccess-control-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668961589%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=dyvbPbipNr034qFFaxG%2FieTxKVigIaccIX4Jh8wUk60%3D&reserved=0)

### [Access Control Procedures for Users](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Faccess-control-procedures-for-users.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668971541%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=HwHs1RvM0AM4cvF2G853E1zgPDIn0i7cyB%2BuDNImOxE%3D&reserved=0)

### [Risk Assessment policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Frisk-assessment-policy-procedure.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668981510%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=EAFW0Pi%2BL%2B1dT53V2%2FD00Q69%2B8Kl8OV8eB83tDOe2Rk%3D&reserved=0)

### [Vulnerability Scanning Procedure](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fvulnerablity-scanning-procedure.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668981510%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=dZGfmpxFhRc0nrjLO2ba6J6MClUoHhZGIy1rF7KH9Wc%3D&reserved=0)

### [Security Assessment and Authorization Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Frisk-assessment-policy-procedure.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668991457%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=cuQ8DhO17vlZaUd39TSZxCyMoknXgDxlWfRzq8iEwo0%3D&reserved=0)

### [System and Information Integrity Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fsystem-information-integrity-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508668991457%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=Z%2FQhsb65YhN0E46PV7d7LK6UkIF0yVLxHN4ZMeFLoyM%3D&reserved=0)

### [Configuration Management Policy](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.maine.gov%2Foit%2Fsites%2Fmaine.gov.oit%2Ffiles%2Finline-files%2Fconfiguration-management-policy.pdf&data=04%7C01%7CRobert.Dyason%40maine.gov%7C1ed3da9e16154bef253008d91a1712cc%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C637569508669001423%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=oZZBtIvl9Jr9y2OvtG2%2FgLQtagVHW%2FHIGEEw9EOamdU%3D&reserved=0)

### [Web Standard Policy](https://www.maine.gov/oit/sites/maine.gov.oit/files/inline-files/WebStandards.pdf)

### In addition to the policies listed above, the successful Bidder is further required to demonstrate how the HRMS will achieve the NIST 800-53 Rev 5 standard for the remaining security and privacy control families:

### Awareness and Training; Planning;

### Audit and Accountability;

### Assessment and Authorization;

### Personnel Security;

### Configuration Management;

### PII Processing and Transparency;

### Identification and Authentication;

### System and Communications Protection;

### Summary Non-Functional Requirements – The Non-Functional Requirements defined in this RFP will assist in achieving the best services response from each Bidder. Functional and Non-Functional achievement tie to the goals and objectives of this solicitation as well as the successful selection of an SI. The following are non-Functional Requirements:

### Accessibility

### Security

### Authentication

### Access Control

### Auditability

### Documentation

### Training

### System Architecture

#### Bidders shall propose a system architecture that addresses all elements outlined **Part II. A** and **Part II. B**. The proposed system architecture must be flexible and easy to maintain. State staff shall have the ability to maintain and configure the proposed solution to meet future requirements or changes to State functional needs. In considering the appropriate proposed solution, Bidders shall bear in mind how the proposed solution will allow State to leverage a flexible, maintainable, scalable, and secure model. If the SI is proposing a phased implementation of State’s desired HRMS functionality, then the Bidder shall clearly outline the system architecture for any interim states in the Bidder’s response.

### Integrations and Interfaces

#### Integrations developed during the HRMS implementation will enable information flows between legacy systems, Third Party applications, and other existing software applications. **Appendix H** lists current known integration and interface needs. The listing in **Appendix H** may not be all inclusive and the State reserves the right to add/remove integrations as part of the final Statement of Work (SOW).

### Data Conversion

#### The State identified the following HR and Payroll data, **Table 7**, that will need loading into the HRMS.

Table 7: Data Conversion Elements

| **Data Conversion Element** | **Description** |
| --- | --- |
| Active Employees | Current Data |
| Active Retirees | Current Data |
| Active Retirees | History |
| Retirees | Current Data & History |
| Terminated Employees | Current Data |
| Recruiting | Candidates & Job Requisitions |
| HCM | Positions, Multiple Jobs & Job Types |
| Compensation | Current Data |
| Benefit Elections | Current Data |
| Payroll | Current Data |
| Payroll | History |
| ACA | Current Data |
| Finance | Current Data |
| Labor Cost Distribution Legacy Projects | Current Data |
| Absence | Current Data |
| Time Tracking | Current Data |

### Legacy Reports

#### The State currently utilizes approximately 802 reports to support its HR and Payroll operations. **Table 8** below summarizes the count of reports and their associated legacy system and source application. **Appendix G** contains a full list of reports. This listing is a work-in-progress and may not be all inclusive; the State reserves the right to add/remove reports as part of the final SOW.

#### The State maintains and utilizes a data warehouse that contains current and historical data from various applications, by which the State can create and execute dynamic reports. The State expects to retain this data warehouse following the implementation of the HRMS and will require an integration of specific data attributes from the HRMS solution to the State’s data warehouse for continued reporting needs. The State will own any reporting development within the State’s data warehouse; however, as part of the initial reporting assessment the awarded Bidder will help the State to determine whether it is best to replicate a report in the HRMS solution or generate the report from the data warehouse (see **Part II F.5.k** for the scope of data and analytics services).

Table 8: List of Legacy Reports for Conversion

| **Legacy System** | **Count of Reports in Legacy System** | **Count of Reports in Data Warehouse** |
| --- | --- | --- |
| BFMS |  | 92 |
| BHR | 21 | 2 |
| BHR-Intranet | 90 | 21 |
| Free2K |  | 33 |
| Kronos | 12 |  |
| MFASIS | 275 |  |
| OACS |  | 247 |
| TrackStar | 5 |  |
| Taleo Talent Acquisition | 4 |  |
| **Total** | **407** | **395** |

## **Current HRMS Licenses and Anticipated Users**

### The State currently has the following, identified in **Table 9**, licensing entitlements for this HRMS Project.

Table 9: Current HRMS Licenses

|  |  |  |
| --- | --- | --- |
| Provider | License Name | FTE Worker Count |
| Workday | HCM - Human Capital Management | 12,321 |
| Workday | CCB - Cloud Connect for Benefits | 12,321 |
| Workday | USP - Payroll for U.S. | 12,321 |
| Workday | TT - Time Tracking | 12,321 |
| Workday | REC - Recruiting | 12,321 |
| AccuTime | AccuTime Time Clocks | 1,400 |

### The State believes that there will be approximately 100 HR users and 100 finance users of the HRMS.

## **State HRMS Project Governance Structure**

### The State expects the Bidder to follow standard Project management methodologies to secure executive sponsorship, technical specifications, and business process approval and to ensure effective planning of activities and utilization of resources.

### **Figure 5** and **Table 10** summarize at a high-level the roles and responsibilities for the State HRMS Project implementation Project team. The State expects the Bidder to consider this structure during the development of both the proposed response and implementation timeline.

Figure 5: State HRMS Project Governance

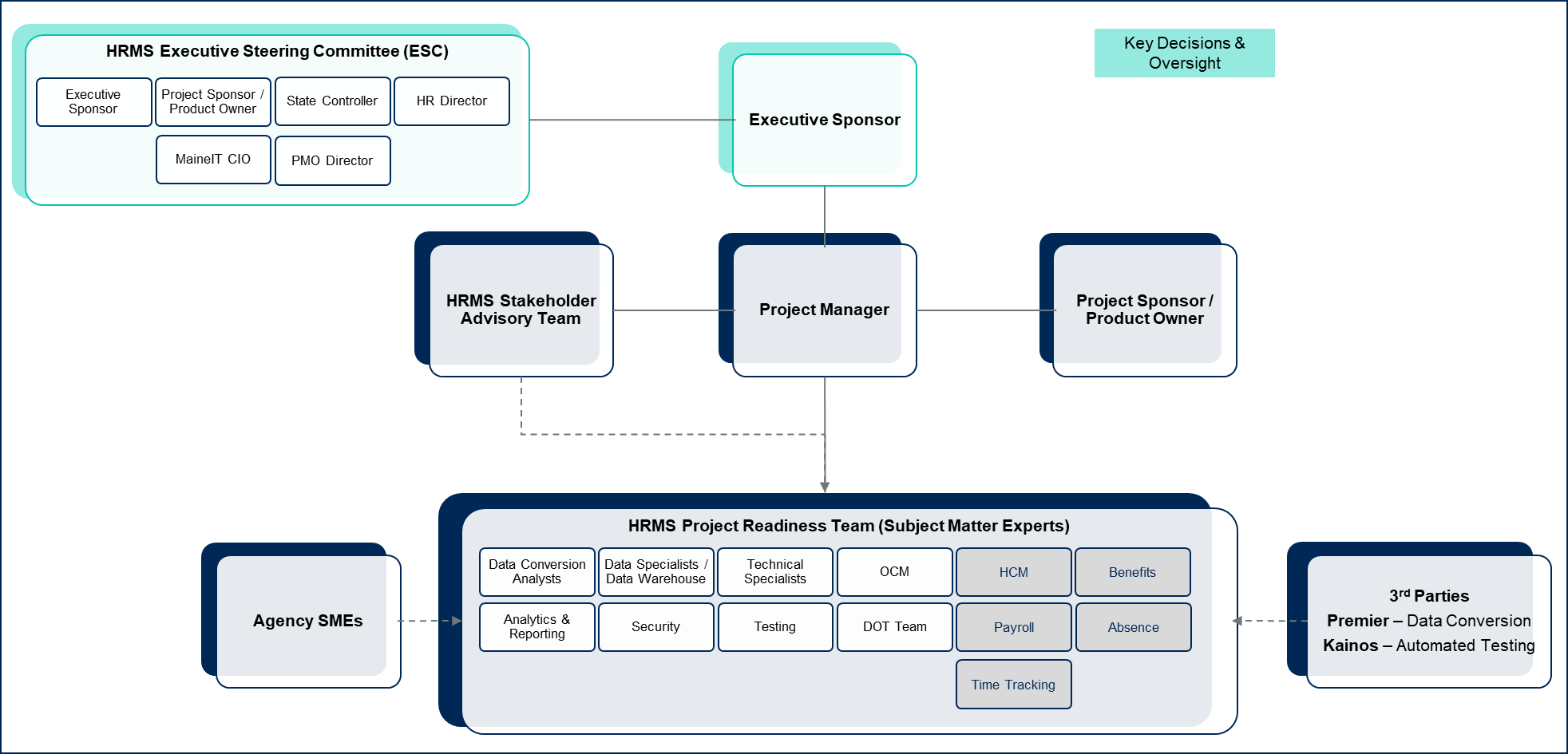


Table 10: State HRMS Project Governance Role and Responsibility Descriptions

**HRMS Project Leadership**

|  |  |  |
| --- | --- | --- |
| Role | Role Description | Responsibilities |
| Executive Sponsor | The Executive Sponsor has ultimate authority over the Project. The Executive Sponsor resolves issues, resolves scope changes, approves major deliverables, and provides high-level direction. | * Provide high-level support, direction, and guidance for the Project * Provide official approval of all scope and budget changes * Assist with risk mitigation * Member of the Executive Steering Committee * Resolves issues and scope changes * Make “yes” or “no” global decisions on items that affect every Agency |
| Project Sponsor/ Product Owner | The Project Sponsor/Product Owner is responsible for providing guidance, support, and direction to ensure that the Project meets key business strategies, goals, and objectives. The Project Sponsor is a key champion for the Project and takes action to ensure that all Project team members understand the purpose and value of the Project. | * Provide high-level support and guidance for the Project * Assist with risk mitigation * Provide authorization to proceed with the Project at critical Project checkpoints * Address issues brought forward by the Project Manager * Approve the recommended implementation plan and work items and adjudicate conflicts in the list * Resolve conflict of resources * Decide and facilitate the acquisition of extra resources as needed |
| Project Manager | The Project Manager has the authority to manage the Project, including leading the planning and development of all Project deliverables. The Project Manager is responsible for managing the schedule and the Project Management Plan. | * Directed by the Project Management Office (PMO) * Develop Project definition * Develop, monitor, and control schedule from technical work plan * Develop and execute Project communication plan * Document, analyze, and report Project risks * Provide recurring Project status information * Manage Project scope * Facilitate weekly team meetings and provide meeting minutes * Facilitate daily implementation team check-in meetings * Work directly with end users to resolve issues and concerns * Manages all team members and adds team members as necessary * Supports SMEs, including facilitating interactions between SMEs, Agency SMEs, and 3rd Parties as required. |

**HRMS Executive Steering Committee (ESC)**

|  |  |  |
| --- | --- | --- |
| Membership | Role Description | Responsibilities |
| * Executive Sponsor * Sponsor/Business Owner * State Controller * HR Director * MaineIT CIO * PMO Director | Provide high level support and direction to the Project. If lower levels cannot resolve a major issue, they will escalate this issue to the Executive Steering Committee for resolution. | * Provide high-level support and guidance for the Project * Provide official approval of all scope and budget changes * Assist with risk mitigation * Approves major deliverables * Provide authorization to proceed with the Project at critical Project checkpoints * Address issues brought forward * Approve the recommended Agency deployment and work items and adjudicate conflicts in the list * Make “yes” or “no” global decisions on items that affect every State Agency * Resolve conflict of resources * Decide and facilitate the acquisition of extra resources as needed |

**HRMS Project Readiness Team – Subject Matter Experts**

|  |  |  |
| --- | --- | --- |
| Membership | Role Description | Responsibilities |
| Technical Team  Data Conversion Analysts  Analytics & Reporting  Data Specialists  Security  Technical Specialists  Testing  Organization Change  DOT Team  Functional Team  Time Tracking Specialist  Payroll Specialist  Benefits Specialist  HCM Specialist  Absence Specialist | Responsible for making business process configuration decisions to meet business needs in their appropriate workstream(s) as well as cross functional decisions. | * Make functional and technical decisions for specific workstream in collaboration with business owners and / or identified Stakeholders * Collaborate with Agency subject matter experts (SMEs) as well as business leads within the Agencies * Assist in testing plans and testing needs for specific workstream * Provide knowledge transfer with operational resources within the Agencies * Identify and contribute to change management needs * Collaborate with data team in identifying legacy attributes and conversion needs * Determine role based and user-based security needs in collaboration with security resources to ensure appropriate security and separation of duties * Support configuration and integration work for the State * Consult with 3rd parties as needed on implementation efforts |

**HRMS Stakeholder Advisory Team**

|  |  |  |
| --- | --- | --- |
| Membership | Role Description | Responsibilities |
| A Stakeholder group (primarily Director-level) that includes a cross-section of State Agencies from all three branches of State Government that have either large numbers or complicated or unique business processes, relative to the HRMS Project. | Act as a feedback look, providing business insight for Project decisions, and a communication conduit for delivering key Project updates to State of Maine Agencies. This is not a decision-making body. | * Facilitate information-sharing between the Project team and individual Agencies * Provide the Project team with insight into the nuances of business needs around HR and Payroll * Identify concerns regarding Project decisions for the purpose of governance and supporting change management activities * Secure adequate Agency representation on the ESC |
| Agency SMEs | Responsible for providing expertise in regard to Agency processes and key information to ensure ultimate decisions meet Agency needs. | * Provide subject matter expertise and context‑sensitive perspectives related to the applicable Agency, processes, and requirements.​ * Ensure that Agency facts and details are accurately reflected * Participate in check in sessions as requested / needed * Serve as the voice of the Agency in the implementation process |

## **Project Timeline**

### Preferred Implementation Approach

#### Bidder shall recommend the most effective implementation approach based on the State's context in this RFP.

##### If the Bidder recommends a phased approach, the HRMS Project phases may be executed in any order and at the State's discretion, as required by business needs and funding.

#### The State is seeking Bidders to propose remote services, with very limited, if any, on site travel.

##### If the Bidder assumes any travel, Bidders shall clearly articulate how much travel and how many resources they expect to travel.

##### The State is also asking Bidders to provide alternative approach and pricing for a hybrid (remote and on-site) services model. While only a remote approach will be reviewed at this time, Bidders are asked to provide the State with a recommended approach (remote vs hybrid) and a reason why one is preferred to the other.

### Implementation Timeline

#### The State expects the Bidder to utilize the Functional Requirements, Technical Requirements, Project staffing, and the Bidder’s experience with HRMS implementations when creating the approach and timeline, focusing on the best balance of expedience, cost, and risk.

### Project Dependencies

#### The critical dependencies for this Project include the following:

##### Defined and established governance structure consisting of a clear escalation pathway and identified and filled roles with defined expectations and responsibilities

##### Defined and established communications structure and plan with associated roles and responsibilities filled by an identified set of Stakeholders

##### Implementation of a key decision-making documentation framework, identification of key decision makers and their applicable responsibilities, as well as strict follow through of decisions

##### Effective Project management, communications, and change management best practices

##### The State expects for the Bidder to consider these and other potential dependencies in their proposal.

## **Statement of Work Components**

### Award Bidder Services and Description

#### This section describes the required services, along with the anticipated responsibilities of the Bidder in delivering these services.

#### The State understands that the awarded Bidder’s methodology may not utilize these exact activities in the order listed or align exactly with expected responsibilities.

##### The State expects that Bidders address the services and responsibilities listed below in some capacity (either a combination or standalone) in the Bidder’s proposed approach.

#### The RACI charts below identify the key roles and responsibilities of the State, the System Integrator (SI)(awarded Bidder), Workday, and any other currently contracted 3rd Party providers for specific needs (e.g., Premier International for data conversion support).

##### These decision rights matrices clarify responsibilities to Bidders as well as act as an organizational standard (baseline) to be consulted during Project execution. The three matrices provided cover the scope of Implementation Services, SaaS hosting, and Post-Production Warranty and Support Services. Role definitions used in the RACI are as follows:

|  |  |
| --- | --- |
| **R** – Responsible | The party that answers for doing the work associated with the task |
| **A** – Accountable | The party that has ultimate accountability to ensure the task is completed |
| **C** – Consulted | This party will be consulted with about the task prior to occurrence |
| **I** – Informed | This party will be informed of the activity as part of the activity planning |

Table 11: Implementation Services Responsibility Matrix

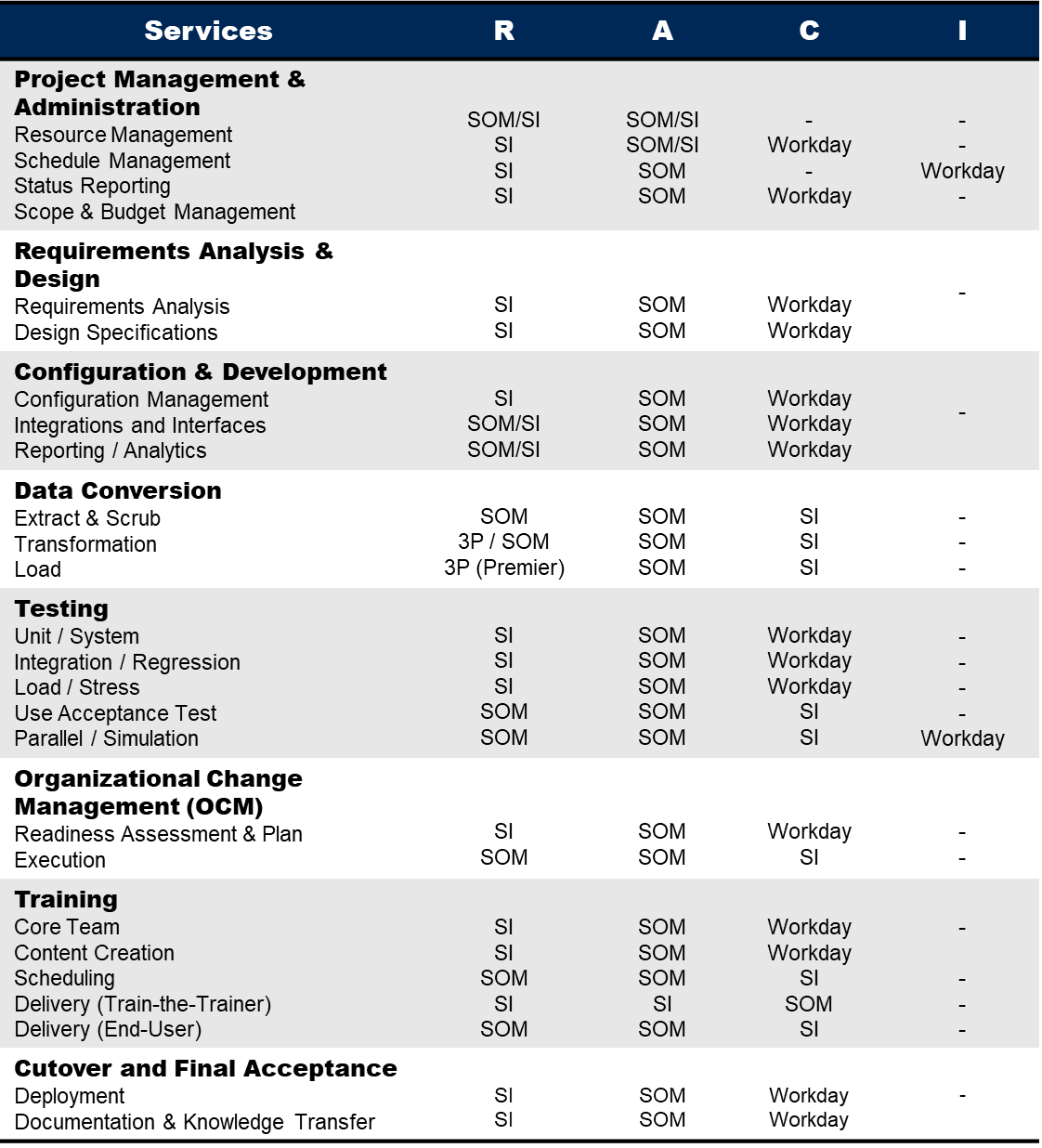
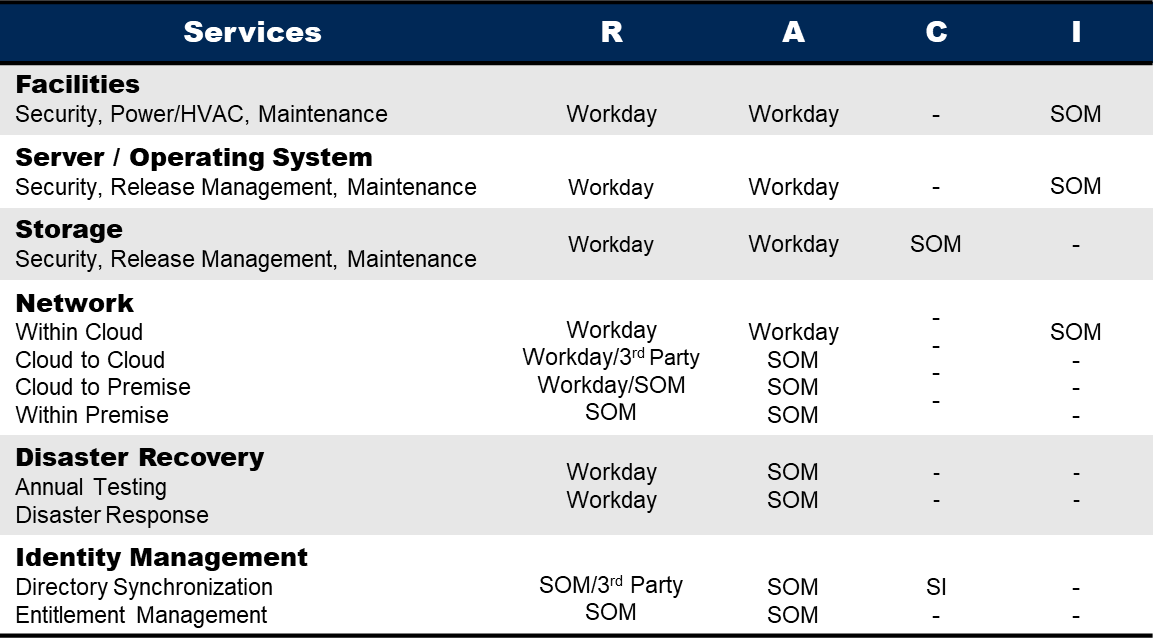


Table 12: SaaS Hosting Responsibility Matrix



#### The Bidder must provide six months of Warranty, 90 days post-production support, as well as one optional year of extended support following go live in production of each phase.

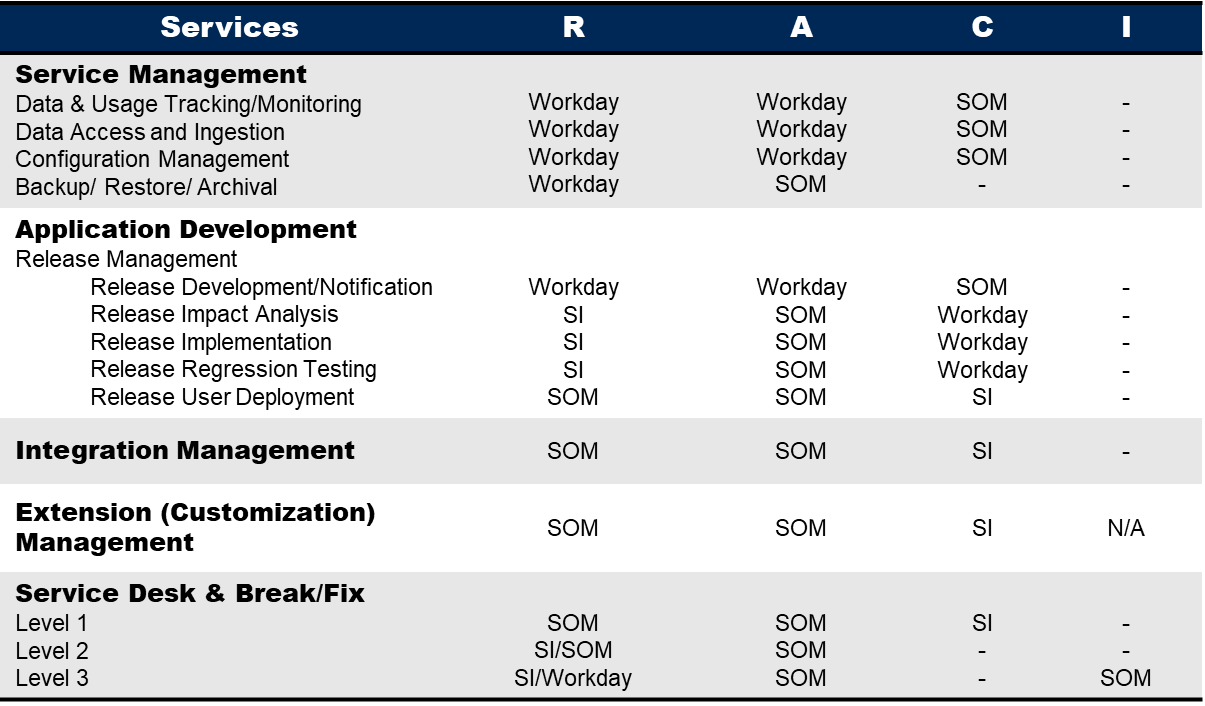
##### During these periods, the awarded Bidder will perform production maintenance tasks and deliverables as agreed to by the Parties (i.e., State, Bidder, Workday, 3rd Party).

##### Cost for the 90-day post-production support must be included in the Bidder’s Cost Response.

##### Bidders must price the one-year of extended support separately as an optional service with up to three (3) optional one-year renewals.

##### The State, at its sole discretion, may engage the Bidder to provide this extended support (i.e., one-year of extended support) following the completion of the initial 90-day support period.

Table 13 Warranty and Post-Production Support Responsibility Matrix



#### The State requires that the awarded Bidder own and execute all activities, tasks, and deliverables to meet all listed requirements and deliver the final “Go-Live” HRMS system on time, on budget, and on scope.

#### Delivery of HRMS must be in accordance with generally accepted industry standards and best practices for deployment of an HRMS.

#### As the State has contracted with Workday, Bidders shall only consider the licenses described in the Current HRMS Licenses **Part II. C** above in preparing the response to the Services to be Provided.

#### Bidders may recommend additional software needs beyond those described in the Current HRMS Licenses **Part II. C**; however, the State will consider this as optional/ancillary services that are not part of the Services to be Provided.

### Key Personnel

#### While the awarded Bidder will perform most work remotely within the continental U.S., the Bidder must provide key Project team members ("Key Personnel") that can be onsite as required.

#### The quality, experience, and track records of specific, named individual resources are important criteria that the State will consider when evaluating RFP responses. Please note that individuals identified as Key Personnel must participate in any oral presentations or interviews that the State elects to have as part of the RFP evaluation process and subsequent contract/SOW negotiation process.

#### The table below elaborates the Key Personnel roles. All Key Personnel must have completed the annual Workday certification applicable to their proposal role. The awarded Bidder shall propose any other team roles as they feel appropriate to complete the SOW as included in this RFP.

Table 14. SI Key Personnel

|  |  |
| --- | --- |
| SI Key Personnel Project Role Name | Role Description |
| Delivery Oversight Executive | Responsible for executive oversight with SOM; has Profit & Loss responsibility for the services and has ultimate authority over all SI resources (technical, functional, Project management) assigned to the Project. Responds to issues and scope changes, and addresses issues brought forward by the HRMS Project Manager. At a minimum this individual will participate directly in the ESC meetings and will be available to get involved in issue escalation and resolution activities as required. This individual will also work closely with the State Executive Sponsor and Project Sponsor/Product Owner. |
| HRMS Project Manager | Maintains overall responsibility for the SI’s successful initiation, planning, design, execution, monitoring, controlling and closure of the Project as well as making Project decisions in conjunction with State Project Manager. The HRMS Project Manager organizes all SI tasks and resources to complete the implementation on time, on scope, and on budget. This individual shall have at least three (3) years of Federal, state, and/or local Government Project management experience with similar system implementations (e.g., HCM, HRMS, ERP). The HRMS Project Manager shall also have one (1) year Project management experience focused on implementing Workday. PMP certification is desired for this role, although relevant experience is more important than a certification. |
| Lead Business Analyst | Works closely with State’s SMEs to obtain a deep understanding of State’s HR and Payroll processes, associated modernization drivers and challenges to help create the HRMS functional system design in a manner that meets all of State’s requirements. These individuals shall have at least three (3) years of Federal, state or local Government implementation experience with similar systems (e.g., HCM, HRMS, ERP). The State prefers that each lead have at least one (1) year configuring Workday. The State has multiple business leads across functional domains and expects the SI to name a counterpart for each, hence Bidders shall propose multiple business leads, clearly identifying the specific workstream or domain responsibilities for each individual. Each lead will have end-to-end functional purview and be accountable for overseeing the maintenance of the RTM which documents how each requirement in the RFP is met by the configured HRMS.  The State asks that Bidders strongly consider the challenges identified in **Part I. A** (current state) and **Part II. A** and propose leads with implementation experience in these functional areas (e.g., flex schedules, labor cost distribution, retiree benefits). |
| Lead Technical Analyst | This resource shall be responsible for technical activities such as system installation/optimization, environment management (dev, test, prod, etc.), data conversion and interface development. This individual will be responsible for technical aspects of the implementation and system infrastructure development. This individual shall have at least three (3) years of Federal, state, and/or local Government Project management experience with similar system implementations (e.g., HCM, HRMS, ERP). The Lead Technical Analyst shall also have two (2) years’ experience leading technical activities for a Workday implementation.  If multiple technical leads are proposed, the specific responsibilities for each individual shall be clearly identified. |
| Data & Analytics Lead | This part-time resource is responsible for the execution of all data management and analytics delivery capabilities aligned with the System Architecture. The individual will be accountable for data management policies, standards and enablement of capabilities including data sourcing, data sharing, Project management of data and analytics initiatives and data and analytics service delivery. This resource will be knowledgeable in data transformation and have deep familiarity with Workday data models. This individual shall have at least three (3) years of experience in a similar role for a Workday implementation. |
| Testing Lead | Responsible for all test planning, test execution, testing support and test execution verification (e.g., mapping test cases back to the requirements traceability matrix) activities to be conducted by the Bidder. This includes providing necessary training and testing support to State resources assigned to conduct User Acceptance Testing. This individual shall have at least three (3) years of experience leading test activities for a Workday implementation, preferably for state or local government Agencies. |
| Training Specialist | This resource shall be responsible for designing a training plan and training materials, as well as conducting training sessions with State Project resources. The SI is responsible for training the State staff to be able to manage modifications, enhancements, and helpdesk following cutover and completion of the warranty period. |
| Organizational Change Management (OCM) Specialist | This resource shall be responsible for ensuring broad adoption by system end users and broad and deep perceived usefulness and endorsement by all relevant Stakeholders. This induvial will lead and be responsible for organizational change management to help the State achieve appropriate levels of Stakeholder understanding, engagement, adoption, and excitement of the HRMS. This resource will also conduct knowledge transfer from the SI to State where applicable. |

#### The awarded Bidder agrees that it shall not substitute other resources for the Key Personnel prior to Project initiation.

#### Following Project initiation, the awarded Bidder shall not reassign Key Personnel from the Project without first consulting with the State and following consultation shall provide a (60) day transition period which will commence once a replacement resource has been named and on-boarded to the Project.

#### The State shall have the opportunity to review any newly proposed Key Personnel’s resume, conduct an interview to verify their capabilities, and conduct reference checks prior to approving the change in Key Personnel.

#### The State, in its sole discretion, shall have the right to accept or reject any proposed Key Personnel.

#### Key Personnel will not be replaced without the State’s explicit permission.

#### The awarded Bidder shall ensure that any newly assigned Key Personnel and other added personnel are sufficiently trained for the role and prepared at no additional cost to the State.

### Project Management & Administration

#### The State plans to have its own Project management structure including independent review; however, the awarded Bidder will have the primary responsibility for executing the Project Management tasks associated with the Project. The awarded Bidder shall:

##### Work in collaboration with the State Project Manager

##### Align with, as well as potentially improve, State program and Project management processes and practices.

#### The awarded Bidder shall manage the implementation, executing all activities, tasks, deliverables, and resources, including State and awarded Bidder resource needs, and track Project status including managing and tracking all Project risks and issues.

##### This will include regular SOW review and contract change management. The awarded Bidder shall track and report status of deliverables and Project status and materials through State collaboration tools.

#### The awarded Bidder will provide Project reporting in the form of:

##### Status Meetings

###### The awarded Bidder will conduct regular weekly status meetings and as needed with State personnel during which Project progress, issues and risks will be discussed and resolved.

###### In addition, the awarded Bidder will conduct bi-weekly (two (2) times per month) status meetings with the Project Executive Steering Committee.

###### The awarded Bidder shall provide meeting agendas and status reports in advance of status meetings.

###### The awarded Bidder will provide meeting minutes within two (2) business days following each status meeting.

##### Status Reports

###### The awarded Bidder will submit proposed templates for weekly status reports, bi-weekly Executive Steering Committee reports, and Project meetings for use during the Project.

###### These reports will contain Project status against deliverables, activities performed during the reporting period, activities planned for the next reporting period, Project change control summary, problems, concerns, and recommendations as mutually agreed upon by the State and awarded Bidder.

##### Project Work Plan

###### The awarded Bidder will provide the State with an updated, detailed Project schedule that includes a work breakdown structure, tasks and activities required to successfully complete the Project, schedule/milestone tracking and resource allocation, and critical path identification and dependencies.

###### The Project schedule will be maintained and updated daily with actual progress against scheduled tasks, and report on any deviation as part of weekly status reporting.

###### Any significant updates to the Project work plan will follow the defined Change Control process.

#### At a minimum, the awarded Bidder shall provide their approach for providing Project Management and Administration Services including the following:

##### Conduct a Project Kickoff Presentation with State Stakeholders to introduce the Project team and provide a high-level overview of the Project, its objectives, and major activities

##### Project Management Methodology (and compliance with Project Management Institute standards)

##### Establish Project Governance in alignment with the existing State Governance structure and policies and provide recommendations on how the SI will help ensure the required structure and processes are in place, and supported throughout the implementation

##### Resource Allocation and Schedule Management Approach

##### Communication Management Approach, including status reporting and document repository management

##### Risk & Issue Management Methodology

###### Identify key implementation risks and risk mitigation strategies for the Project (inclusive of all phases) based on prior experiences

###### Provide a sample risk register that will be used throughout Project implementation to identify, monitor and control risk

##### Change Control Methodology

###### Communicate Project scope change process and procedures to State Stakeholders

###### Document requests for change and impact analysis associated with proposed changes

###### Prepare system Change Requests as required

###### Support requests for information from the ESC as needed to assist them in approving and prioritizing system changes

##### Monitor progress towards deliverables, milestones, and release dates. This includes holding the Project team accountable for their work quality and due dates.

##### Provide Budget/Schedule/Resource updates

##### Streamlined collaboration with the Project's Stakeholders utilizing State collaboration tools (e.g., Microsoft Teams, SharePoint, JIRA). The State's existing SharePoint site will act as a repository to collaboratively plan, store, organize, control, and disseminate all information using agreed upon documentation standards and naming conventions.

### Requirements Analysis & Design

#### The awarded Bidder shall lead the requirements analysis and design sessions to build a detailed understanding of the State’s current and to-be HR and Payroll processes.

#### The awarded Bidder will perform comprehensive requirements analysis and design for the Project and each of its components, including detailed functional and technical requirements, business workflows and procedures.

#### The awarded Bidder will work with the State’s Team Leads and Project Manager to ensure that all system requirements are identified, documented, and addressed.

#### The awarded Bidder will begin meeting with State-designated staff to fully understand the scope, purpose, and implications of each requirement. Initial interface requirements must be validated at that time to ensure these requirements are satisfied.

#### Requirements Analysis: Using the State’s existing Technical and Functional Requirements as a baseline (see **Part II. A**, **Part II. B**, and **Appendix G**), the key areas that must be addressed include, at a minimum:

##### Proposed strategy to validate and elaborate on the functional and technical requirements outlined in (see **Part II. A** and **Part II. B**), to ensure common understanding of expectations of the new HRMS solution as a prerequisite to design and development

##### Proposed strategy to validate and elaborate on the provided RTM and business processes (see **Appendix G)** to ensure common understanding of the future state business processes to be supported by the new HRMS solution as a prerequisite to design and development

##### Develop a plan, schedule, and conduct interviews, group workshops, and/or surveys with key State personnel to refine and prioritize the functional and technical requirements.

###### The awarded Bidder’s plan must propose an approach that ensures all Stakeholder groups shall have the opportunity to provide the awarded Bidder with their detailed design requirements upfront, even though there may be a phased implementation across user groups (e.g., the solution must be designed from an enterprise perspective)

##### Approach to requirements management and traceability throughout all stages of the Project (analysis, design, development, testing, and deployment)

##### Determination of the Project’s technical requirements to meet the Functional Requirements including, but not limited to, technical architecture required to build and/or host the system

##### Performance and capacity requirements

##### Determination that all functionality and performance requirements conform to all legal requirements

##### System operational requirements

##### Initial interface approach and requirements

#### Design: Using the outputs of Requirements Analysis as the baseline, the key areas that must be addressed include, at a minimum:

##### Approach to review current State business process documentation and artifacts (existing BPMs, forms, screens, reports) and/or interviews with State key personnel to ensure understanding of the State’s existing business operations and existing challenges, and accurate inputs and outputs are accounted for in the design of the new HRMS solution

##### Scope of to-be visioning workshops and discussions to (1) identify opportunities to streamline existing processes through automation and the new HRMS capabilities, and (2) perform business process analysis to recommend opportunities for further process standardization and to eliminate redundancies, inconsistencies, and inefficiencies in processes

##### Proposed approach to documenting design-level requirements. While the State does not have a preferred documentation template, the State strongly encourages that such documentation includes flow diagrams that align with documented requirements.

##### Approach to conducting joint application design sessions (interviews, group workshops, etc.) with State Stakeholders, including approach to ensuring collaboration between State departments, to obtain and gain consensus on design

##### Conduct and document the results of the interviews, workshops, and surveys in future state business process documentation that is written in business language (i.e., non-technical) and clearly conveys to the State’s end users how requirements and business processes will be met and configured in the system

##### Approach to validating and finalizing design specifications as a prerequisite to development

##### Develop use cases and test scenarios to be used later in testing that correspond to the functional and technical requirements

### Configuration and Development

#### The awarded Bidder is responsible for providing configuration and development services that ensure the State’s functional and technical requirements are implemented in the new HRMS, and that the State’s future-state business processes are properly configured in the system.

#### If the awarded Bidder proposes any joint or collaborative configuration and development tasks, the awarded Bidder’s proposal shall clearly indicate the exact tasks State staff will be performing and the percentage split with the awarded Bidder’s resources and include estimated availability/dedication, and skills required for State resource(s).

##### The State encourages Bidder to propose an approach where the State is exposed to the configuration and development of the system early on to help ensure the identification of any issues.

#### The awarded Bidder will be responsible for application configuration design, configuration, and documentation of all software functionality and the training of State resources to maintain the configuration going forward.

#### The State expects to utilize the standard level of configuration normally utilized by a state entity of similar size and complexity.

#### The awarded Bidder will be responsible to show any legacy configurations that have been deprecated as part of the implementation of the new solution and/or solution upgrades (i.e., semi-annual Workday releases).

#### Any personalization of configurations will be a joint effort, with the awarded Bidder taking the lead working to transfer the responsibility to the State as part of knowledge transfer initiatives.

#### When a Workday release is applied, the awarded Bidder is responsible for showing State resources how to incorporate updated business objects with State configurations.

#### The awarded Bidder will be responsible for testing all configurations and advising the State on testing recommendations when releasing new software updates and configurations.

#### At a minimum, the awarded Bidder must provide their approach for providing Configuration and Development Services including the following:

##### Description of configuration methodology and approach to configuration (including the awarded Bidder’s approach to limiting the use of any customizations and helping the State consider configuration options before agreeing to any customizations)

##### Description of any development approaches and tools used to script, code, or otherwise “develop” the solution (outside of configuration) that may be necessary to meet the State’s requirements

##### Detailed approach for reviewing, testing and implementing Workday releases with State configurations

##### Detailed approach for designing, developing, and testing interfaces

##### Detailed approach for designing, developing, and testing reports

##### Description of any major components of the State’s solution that may require customization, and strategy for incorporating the functionality into the base COTS product

#### Integrations and Interfaces

##### It is expected that the new environment will require integration to and/or from external systems into and out of the new HRMS Solution. It is expected that the awarded Bidder will collaborate with the State to design, document, build, and test an initial set of integrations and then work to transition the responsibility for the remaining interfaces to the State, retaining a “coaching” role.

##### The awarded Bidder is expected to review the integration requirements to determine the approach to be taken with each interface, determine the level of complexity (Low/Medium/High) associated with building or completing development work for all the interfaces, and propose the cost accordingly.

###### As part of the determined complexity, the State and the awarded Bidder will determine primary integration development responsibility and discuss any impacts on configuration and development during negotiations.

###### For awarded Bidder owned interfaces, the awarded Bidder must develop, design, and provide working interfaces for the new system to transfer data near real-time and in batch processing through bi-directional data exchanges to State systems as required by the State.

###### During all Project phases, the awarded Bidder will execute all tasks and test the interfaces to ensure they are in compliance with the interface design and mapping. The SI will produce all necessary reports and results, including capacity and load, to support the interfaces effort as detailed in the interfaces plan.

###### The State has an expectation that the awarded Bidder will work closely with Workday to leverage any established connectors or available industry standard integration tools to enable the HRMS system to be able to communicate effectively with existing State applications.

###### Bidders shall indicate any prebuilt integrations to third-party solutions for the proposed solution that the State can leverage.

##### The awarded Bidder shall ensure and verify that the interfaces are accurate and complete.

###### The development of interfaces will be executed through an iterative process that involves Project management, testing, and State approval.

###### The executables, along with the source code, shall be submitted to the State.

###### The awarded Bidder and State Project team will review the interface activities to ensure proper data field mapping and transfer prior to acceptance.

##### Scope of integrations is outlined in the Technical Requirements Section in **Part II. B**. At a minimum, the scope of integration services to be provided include the following:

###### Perform all necessary technical design, configuration, scripting, and testing, of all awarded Bidder owned interfaces as required to provide and implement the functional and technical requirements

###### Manage all interface development efforts for the HRMS solution to interface to other applications using State-approved tools and methodologies adhering to defined standards and guidelines defined in the State’s Technical Requirements

###### Analysis and identification of specific data attributes to be integrated from the HRMS solution to the State’s data warehouse for reporting purposes

###### Coordinate and communicate with the State’s functional and technical personnel regarding the development of interfaces and provide guidance and support as needed to help ensure successful development on the State side

###### Document detailed interface design and approach

###### Perform unit testing

#### Data and Analytics

##### The State expects that, as a basis for Bidder’s response and cost proposal, Bidder’s will perform an assessment of each State report as outlined in **Part II**. **B** to determine if the proposed applications will support the State’s reporting requirements and whether standard out of the box functionality will meet the State’s business needs.

##### As stated previously, the State will own any reporting development within the State’s data warehouse; however, as part of the initial reporting assessment the awarded Bidder will help the State to determine whether it is best to replicate a report in the HRMS solution or generate the report from the data warehouse.

##### If there is a need to modify an “out-of-the-box” report or for developing a custom report to meet the State’s reporting requirements, the State expects that the awarded Bidder will identify the report requiring modification or customization, the amount of effort required to modify/customize the report (low, medium, and high) and an estimate of cost.

### Data Conversion

#### The State anticipates data conversion for this Project for subsets of legacy data.

#### For the purposes of this Project, the State will limit legacy data to twelve (12) months of historical information.

#### The State intends to convert only data required to meet State policies and/or data that must be converted or migrated to the HRMS for it to function properly.

#### The State has a contract with a data conversion firm (Premier) to assist with data conversion activities.

##### Please reference the RACI in **Table 11** to see the roles and responsibilities for this HRMS Project. **Part II. B** contains the data that the State anticipates pulling from legacy systems.

#### At a minimum, the scope of Data Conversion services includes the following:

##### Perform a data quality assessment that includes identifying and performing data analysis activities to evaluate and report on the major data quality issues within the legacy systems identified for migration that shall be resolved through data cleansing prior to conversion

##### Provide a Data Conversion Plan, including identification of roles and responsibilities for the Bidder and State staff, and policies and procedures to ensure controls are in place in accordance with State rules and regulations

#### As an option for the State to consider, Bidders are required to provide the following:

##### Lead data conversion discovery activities, including provide guidance of scope of data to be converted, perform and document data mapping from source system to target systems.

##### Perform data conversion that includes transforming and loading legacy data from State-provided data extracts into the new system

##### Perform data quality assessment and data conversion testing of converted data and provide results to the State to demonstrate successful data migration

##### Ensure converted legacy data is available for all test activities (e.g., System Test, User Acceptance Testing, etc.)

### Testing

#### The awarded Bidder will perform testing tasks as an integrated part of the entire implementation life cycle. The Bidder acknowledges that the following responsibilities apply:

##### Provide a detailed Test Plan that provides the detailed approach that shall be taken to fully test all components of the system and that defines entry and exit criteria for each stage, including defect prioritization definitions

##### Develop system testing Test Scripts that demonstrate end-to-end testing based on the business requirement specifications, and proper test coverage of all functional and technical requirements. The State shall have the opportunity to review all test scripts and testing shall not begin until the State has approved the test plan and test scripts

##### Successfully execute all system test scripts and provide results to the State in a System Test Execution Report. Includes testing certain key interfaces prior to acceptance (as applicable for that phase based on the Bidder’s proposed implementation plan)

##### Integration Testing. The integration test will validate correct end-to-end operations of all HR/Payroll components of the State and verify there are no unanticipated impacts across modules.

##### Given the large volumes and narrow processing windows associated with certain activities (e.g., biweekly timesheet submission and payroll processing) the SI will be required to perform tests to ensure that HRMS provides acceptable response times

##### Perform defect management using a defect tracking mechanism agreed upon by the State and awarded Bidder, and resolve all defects prior to Go-Live according to the exit criteria defined in the Test Plan

##### Support the State’s User Acceptance Test (UAT) efforts including the following activities:

###### Prepare data to support test scenarios, including converted data

###### Ensure interfaces are available to support testing

###### Support batch processing

###### Provide support for troubleshooting and walking users through scenarios

##### Support the State’s Parallel Test efforts including the following activities:

###### Establish Production-like test environment

###### Load point-in-time pre-Payroll data

###### Support batch processing

###### Support reconciling differences with legacy payroll results using threshold analysis

###### Provide support for troubleshooting

### Training

#### The awarded Bidders must provide a “Train the Trainer” training approach that supports the State’s preferred implementation approach and the State’s ability to provide training for all the State’s end users.

#### The Bidder’s proposed deployment plan shall take into account the training that will have to be performed for all Agencies as part of the deployment and allocate time in the schedule accordingly.

#### Scope of training shall include:

##### Initial Project Team Training – Training to the core team Project members to provide an overview of the solution’s capabilities and look/feel that will assist in Project design, development, configuration, and testing activities

##### IT Team Training – Training to the State’s technical personnel to provide an overview of the solution’s technical structure and related tools and methodology to support configuration, reports, interface development, data migration, etc.

##### Knowledge Transfer - Provide knowledge transfer throughout the Project to prepare the State for deployment and production support.

#### The Bidders shall:

##### Provide a sufficient system environment in which to conduct training

##### Provide a Training & Knowledge Transfer Plan that will include a training curriculum (course outlines, schedules) for all training to occur for the Project, the role and responsibilities of the awarded Bidder and the State in the design and implementation of the training plan (e.g., development of customized training materials, delivering training to State end-users), the knowledge transfer strategy proposed by the Bidder to prepare State staff to maintain the system, and system training programs after HRMS is placed into production

##### Train all State designated trainers and change management champions

##### Conduct training and provide training materials, including end-user documentation, standard templates, online training, materials customized for the State to reflect the State’s configuration and business processes, to support end-user training

##### Create and maintain the State training data as required by the State, including providing data for training, and clearing out or refreshing data, as required for training

##### Support knowledge transfer activities between the awarded Bidder’s personnel and the State’s technical resources and super-users

##### Ensure training content meets the requirements and State quality standards

### Organizational Change Management (OCM)

#### The new HRMS will establish new business processes and require the modification of existing processes. This will include the streamlining of the activities and the systems currently used to perform operations, while also introducing staff to new roles and responsibilities across the various functional areas.

#### The awarded Bidder will perform the activities related to helping State business users and MaineIT staff adapt to the changes brought about by deployment of the new HRMS Solution.

#### The awarded Bidder’s Organizational Change Management Team will have primary responsibility for the change activities related to the Project and advise on change activities for the State and key Stakeholders across all user types (casual to super users).

#### While the State will execute OCM activities, the awarded Bidder shall perform a series of assessments and provide a recommended strategy to guide the State’s Stakeholders through the challenging process of accepting and deploying new technology.

##### The State is looking for the awarded Bidder’s Organizational Change Management Team to provide input and guidance on the highest leverage activities based on their expertise with similar State and Local entities of similar size and complexity.

#### OCM services the SI shall perform include:

##### Perform an Organizational Readiness Assessment to identify opportunities for business process improvement using the awarded Bidder’s technology, and potential resistance to changes that need to be addressed

##### Provide an Organizational Change Management Plan to the State that identifies:

###### Detailed Change Management strategy for the solution that includes templates, guidance and recommendations, and helps ensure processes are in place for communication (e.g., kickoffs, communication of milestones, newsletters, team-building exercises, etc.)

##### Support and provide recommendations to the State in leading business process and organizational change management activities

##### Assess the effectiveness of ongoing business process and organizational change management activities and provide recommendations as part of an Organizational Change Management Effectiveness Assessment

##### As an option for the State to consider, Bidders must provide the incremental effort for them to execute OCM activities in addition to assessing and guiding the State’s execution activities as described above.

### Cutover and Final Acceptance

#### HRMS cutover will include the activities to transition from the State’s current state to the new HRMS solution. The awarded Bidder shall:

##### Coordinate and manage the integrated cutover planning and execution for all functionality and critical areas to the production environment for each release.

##### Coordinate schedules and resources, as well as measure progress of the transition effort. support an effective transition of procedures, programs and knowledge to State personnel.

##### In preparation for release cutover, ensure that the release is properly operating in the parallel testing environment.

###### Identify, execute, document and review with the State all necessary transition and cutover activities in a deployment/cutover activity plan.

###### The production deployment plan documents all of the activities (for the SI and State) that need to be accomplished to successfully migrate the new release from parallel testing to the production environment.

###### The plan must provide a detailed schedule of activities with key go/no-go decision points identified throughout the cutover process.

###### In addition, the plan must detail a back-out and recovery process to be triggered in the event that the cutover fails.

###### The back-out and recovery process must ensure that all data remains available to State users with no impact to their job functions or activities.

###### The production deployment plan will outline the State’s responsibilities to ensure a smooth transition before deployment and prior to cutover in production.

##### Provide full-time assistance following deployment and cutover for ten business days. As issues arise, configuration items can be addressed immediately.

#### The awarded Bidder shall be responsible for preparing and executing the deployment of the HRMS solution, including:

##### Providing a Deployment Plan that outlines the activities that will occur prior to and immediately after Go-Live, including Go/No-Go criteria

##### Executing Go-Live, including documentation of a successful deployment and documentation of final acceptance of the solution by the State.

##### Conducting Project closeout & transition, which includes detailing the proposed schedule and activities associated with all transition tasks and turning over all Project materials to the State.

#### The Bidder acknowledges that while the State invites the awarded Bidder to provide suggestions on how the State can standardize business rules, maximize workflows by eliminating waste and redundancy, and reengineer existing processes to take full advantage, where possible, of the process methodology of HRMS, the solution delivered to the State in response to this RFP must be a comprehensive, user-friendly system that meets the State’s requirements.

### Warranty and Post-Production Support Services

#### Following the implementation of the HRMS, the awarded Bidder shall provide six (6) months of Warranty and ninety (90) days of Post-Production Support Services.

#### The awarded Bidder will provide the State with an additional one year of option extended support, and detail what the services for such support will entail.

#### At no additional cost to the State, the awarded Bidder will provide the warranty services associated with securing application software stability, including system fixes and configuration changes required to correct any defect in the software or documentation. The warranty period will begin upon final acceptance by the State and expire no earlier than one hundred eighty (180) days.

#### An additional warranty period will apply to the first successful year-end processing in the HRMS.

#### The awarded Bidder will not be responsible for defects resulting from delivered Workday product deficiencies but will be accountable for defects that are the result of configuration tasks or product enhancements/extensions to the base (delivered) software that are developed by the Bidder or a result from other services Bidder provides.

#### Should the Bidder agree to a phased implementation, in which certain modules or components of the full software suite are deployed in a production environment and put into use by the State through a number of build iterations, the Warranty Period shall begin on the date of go live of each deliverable developed or created by the Bidder and will continue for a period of six (6) months following go live of the last deliverable developed or created by the Bidder (the “Warranty Period”).

##### The State will retain a holdback of ten percent (10%) for each deliverable during the Warranty Period.

##### The awarded Bidder must promptly correct and test any defects identified in Bidder deliverables during the Warranty Period to ensure operability by the Bidder at no cost to the State.

##### If a defect is identified in a previously deployed module as a direct result of the current module deployment that defect will be mitigated as part of the current warranty period. All defects must be corrected no later than two (2) weeks after they are identified (the “Correction Period”) unless an exception is granted by the State in writing.

##### Such exceptions will be granted at the State’s discretion if the awarded Bidder cannot reasonably correct a given defect within the Correction Period. Defects identified within the Warranty Period will be corrected and tested at no charge, regardless of whether the Correction Period continues beyond the Warranty Period end date.

##### The awarded Bidder must inform the State of any known defects in any of its deliverables or in the software product during the Warranty Period which may not be known to the State and correct its deliverables in accordance with this paragraph.

#### The State requests deliverable-based Post-Production Support Services for the first ninety (90) days of post-Production processing following go-live for each implementation phase.

##### These support services are intended for both business users (e.g., central Payroll office) as well as technical / operations users that assist in operating the system in production.

##### These include HRMS maintenance and technical support, software updates, configuration changes, and enhancements.

#### As an option for the State to consider, Bidders must provide an additional one (1) year of post-Production support following the conclusion of each phase-based post-production support period.

##### During this one (1) year period, the awarded Bidder is to provide support to the State’s core production support team on planning for, testing and deploying semi-annual software releases.

##### This support includes establishing and deploying a methodology for future releases. As software updates are released, distribution of those updates is the responsibility of the awarded Bidder during the Warranty Period, and at any time that the State is paying for Maintenance and Support.

##### Additionally, the awarded Bidder support services will enable accurate and timely processing for business events such as year-end W2 production.

##### Bidders shall price the one-year of extended support with up to three (3) one-year renewals.

## **Project Deliverables**

### **Table 15** below lists the deliverable that the awarded Bidder will perform/provide for each service described in the sections above. For each implementation phase that the Bidder proposes for their approach, the performance/provision of deliverables will repeat as required.

Table 15: Project Deliverables by Service

|  |  |
| --- | --- |
| Service | Associated Deliverables |
| Project Management and Administration | 1. Project Kickoff Meeting & Project Charter | |
| 1. Project Management Plan | |
| 1. Project Work Plan | |
| 1. Weekly Project Status Reports and Executive Steering Committee Meetings | |
| Requirements Analysis and Design | 1. Functional Requirements Design Specifications | |
| 1. Technical Requirements Design Specifications | |
| Configuration and Development | 1. Configuration Management Plan | |
| Data Conversion | 1. Data Conversion Plan | |
| Testing | 1. Test Plan and Test Scripts | |
| 1. System Test Execution Report | |
| 1. Integration Test Execution Report | |
| 1. Load / Stress Test Results | |
| 1. User Acceptance Test (UAT) Support | |
| 1. Parallel / Simulation Test Support | |
| Training | 1. Training & Knowledge Transfer Plan | |
| 1. Training Delivery (Train-the-Trainer) & Training Materials | |
| Organizational Change Management (OCM) | 1. OCM Readiness Assessment | |
| 1. OCM Plan | |
| 1. OCM Effectiveness Assessment | |
| Cutover and Final Acceptance | 1. Deployment / Cutover Plan | |
| Warranty and Post-Production Support Services | 1. Post-Production Support (3 months) | |

### **Table 16** below provides definitions of the deliverables listed in **Table 15** above.

Table 16: Detailed Required Deliverable Descriptions

| **Deliverable** | **Deliverable Definition** |
| --- | --- |
| 1. Project Kickoff Meeting & Project Charter | A meeting and presentation to familiarize Project team members and State Stakeholders with the Project. The presentation shall include Project overview, objectives and definitions, high-level Project schedule, roles & responsibilities, success metrics, and next steps. |
| 1. Project Management Plan | A document detailing approach to Project management methodology, Project governance, management of resources, schedule, risk & issues, communications, and change control. |
| 1. Project Work Plan | Detailed, comprehensive implementation schedule, with a hierarchical representation of deliverables by tasks and Project milestones, consisting of task definitions, start and end dates, dependencies, and identification of the critical path. |
| 1. Weekly Project Status Reports and Executive Steering Committee Meetings | Status reports and meetings tracking Project progress against the Project Work Plan, objectives for next reporting period, Project risks and issues (including recommended mitigation strategies), and deliverable status. |
| 1. Functional Requirements Design Specifications | Documents that demonstrate how the solution will be configured in the HRMS solution to address the State’s validated requirements and demonstrate where customization will be necessary. The Functional Requirements Design Specifications must include user-friendly documentation (i.e., business, non-technical) of design decisions made in the future state visioning workshops. |
| 1. Technical Requirements Design Specifications | Documents that contain the design specifications for configuring the HRMS application product components and creating custom code (e.g., interfaces) to address the Functional Requirements Design Specifications. The Technical Requirements Design Specifications shall include documentation of the configuration and development needed to set up screens, forms, reports, interfaces, conversions, enhancements, user role mapping, and workflows. |
| 1. Configuration Management Plan | Document detailing approach to configuration and development methodology of Business Processes, Integrations, and Reports including a process for tracking configuration changes. Define the environments and tools necessary to support configuration through each phase of the implementation. |
| 1. Data Conversion Plan | Document detailing the data conversion approach including planning, design, development, testing, execution and completion of data conversion. |
| 1. Test Plan and Test Scripts | A document detailing approach to testing strategy, methodology processes, and standards and guidelines for all software testing, including conversion testing. The plan shall specify entrance and exit criteria for each of the test events, definition of testing metrics and how the metrics are recorded and reported (e.g., number of open test defects), templates and standards for all testing artifacts and deliverables, standards for establishing traceability from requirements in the requirements repository to test cases, test automation approach, and a description of tools to be used. This document shall also detail the approach to testing environment strategy and include test cases/scenarios that demonstrate end-to-end testing based on the business requirement specifications, and proper test coverage of all functional and technical requirements. |
| 1. System Test Execution Report | This document certifies that all exit criteria for testing of the System Testing stage has been met, and that User Acceptance Testing can begin. The results and evidence of the successful testing must be included in the deliverable, certification that all defects (unless otherwise authorized by the State) have been resolved, acceptable performance test results as previously defined and agreed to by the State were achieved, demonstration of operational interfaces in the test environment as required per the implementation plan, and successful testing used migrated employee records in the test environment. |
| 1. Integration Test Execution Report | This document certifies correct end-to-end operations of all HR/Payroll components of the State were validated and there are no unanticipated impacts across modules. |
| 1. Load / Stress Test Results | This document certifies that all exit criteria for Load / Stress test has been met. The results and evidence of the successful testing must be included in the deliverable, certification that all defects (unless otherwise authorized by the State) have been resolved, acceptable performance test results as previously defined and agreed to by the State were achieved, demonstration of operational interfaces in the test environment as required per the implementation plan, and successful testing used migrated employee records in the test environment. |
| 1. User Acceptance Test (UAT) Support | This deliverable includes the SI providing support to the State throughout UAT, including establishing an adequate test environment, preparing data to support test scenarios, ensuring interfaces are available to support testing, supporting batch processing, providing support for troubleshooting and walking users through scenarios, and performing defect management and resolving all identified defects prior to Go-Live. |
| 1. Parallel / Simulation Test Support | Deliver support services to the State during Parallel / Simulation Testing, including the build of the Parallel Testing environment, providing exception reports/issues log, and assisting with the analysis and resolution of issues captured on the exception reports. |
| 1. Training & Knowledge Transfer Plan | This document must provide a training curriculum (course outlines, schedules) for all training to occur for the Project, a plan for developing all content and training materials to be used for training, and approach for conducting training. The plan must also address Knowledge Transfer activities, including the approach the SI will take to provide knowledge transfer throughout the Project to prepare the State for deployment and post-Go-Live support. |
| 1. Training Delivery (Train-the-Trainer) & Training Materials | This deliverable includes the successful execution of training, including development and submission of training materials for the State as described in Part II, Section 8. |
| 1. OCM Readiness Assessment | The Organizational Readiness Assessment shall be conducted to identify those areas posing the greatest risk to implement the solution, and to help avoid missteps. The assessment shall include a mitigation plan that informs the Organizational Change Management Plan. |
| 1. OCM Plan | The Organizational Change Management Plan shall use well-established techniques and shall focus on scientific and subjective approaches to help Stakeholders acquire not only the ability to adapt, but the willingness to adapt, to the new solution. The Plan shall identify Change Management activities and recommended timelines, Change Management roles and responsibilities that shall be assigned by the State to its change agents, communication recommendations, and sample communication templates (i.e., emails, newsletters, websites) that the State can leverage when developing its OCM communications. |
| 1. OCM Effectiveness Assessment | This deliverable documents the results of an assessment of the business processes and organizational change management activities conducted by the State, and compares actual results against expected results identified in the Organizational Change Management Plan. |
| 1. Deployment / Cutover Plan | This document details all cutover activities that need to be accomplished to successfully migrate the new release from parallel testing to the production environment, including a detailed schedule of activities with key go/no-go decision points identified throughout the cutover process, a contingency and rollback plan if deployment is unsuccessful, a smoke test plan that includes steps to verify that deployed application is functioning correctly in the target production environment, criteria for approving the production use of application, anticipated downtime with user impact, data synchronization steps, user and service desk communication plan, and final deployment approval steps. |
| 1. Post-Production Support   (3 months) | Deliver support services for both business users (e.g., central Payroll office) as well as technical / operations users that assist in operating the system in production, stabilizing the solution and business processes after go-live during the agreed upon warranty period. |

## **State-Option Deliverables**

### In addition to the deliverables listed above, Bidders shall submit their scope of services for the deliverables defined in **Table 17** below. The State, at its sole discretion, reserves the option to engage the awarded Bidder on these services.

Table 17: Detailed State-Option Deliverable Descriptions

| **Deliverable** | **Deliverable Definition** |
| --- | --- |
| 8a. Data Conversion Execution | Bidders must provide level of effort to execute data conversion activities as an option for the State to consider. |
| 18a. OCM Execution | Bidders must provide the incremental effort for them to execute OCM activities rather than assessing and guiding the State’s execution activities. |
| 21a. Post-Production Support (Additional one-year period with up to three (3) one-year renewals.) | After the initial 90 days of post-production support, provide an additional year of support to the State’s core production support team. This includes planning, testing, and deploying semi-annual software releases. This also includes support for establishing and deploying a methodology for future releases. Additionally, the SI support services will enable accurate and timely processing for business events such as year-end W2 production. |

## **Deliverable Expectations Document**

### The awarded Bidder shall develop the Project Deliverables in the form and format agreed to by State and the SI using a Deliverable Expectations Document (DED) approved by the State. The SI will not perform work on any deliverable associated with a payment milestone until the State approves DED in writing. **Appendix I** includes a sample DED.

### The DED specifies the format, content, and acceptance criteria for deliverables. The DED will be a template of the actual deliverable that identifies the Table of Contents, section names, and a description of the expected content for each section. If the deliverable calls for a report, diagram, or other similar artifact, the SI will provide a sample or a template to the State as part of the DED.

### Deliverable Reviews

#### The awarded Bidder will inform the State in writing that a deliverable is ready for State review, proving a DED and supporting documents.

#### Deliverables prepared by the awarded Bidder shall be subject to the review and approval of the State Project Sponsor and Executive Sponsor. The awarded Bidder must be prepared to provide walkthroughs of deliverables to facilitate the State deliverable reviews. The State will review, approve, or require modification to the SI’s deliverables. The State will grant approval if the deliverable conforms to the requirements of the RFP, contract, SOW, and DED.

#### The State shall notify the awarded Bidder within ten (10) business days of its receipt of a deliverable, or as otherwise agreed to timeframe by the State and awarded Bidder, of its approval or rejection, with the reason(s) for rejection and what the SI must do so that the deliverable will be acceptable. For the avoidance of doubt, the State will not consider silence to be acceptance of an awarded Bidder deliverable. The awarded Bidder shall have five (5) business days, or as otherwise agreed to by the State, to correct the deliverable and resubmit the deliverable for the State review. It is possible that the awarded Bidder will need to make multiple corrections and resubmittals until the deliverable meets the identified quality requirements of the State.

#### The Bidder must consider this deliverable review process and timeline in developing schedules, Project plans, and timelines.

# **KEY RFP EVENTS**

## **Questions**

### General Instructions: It is the responsibility of all Bidders and other interested parties to examine the entire RFP and to seek clarification, in writing, if they do not understand any information or instructions.

#### Bidders and other interested parties must use **Appendix F** – Submitted Questions Form – for submission of questions. The form is to be submitted as a WORD document.

#### The Submitted Questions Form must be submitted, by e-mail, and received by the RFP Coordinator, identified on the cover page of the RFP, as soon as possible but no later than the date and time specified on the RFP cover page.

#### Submitted Questions must include the RFP Number and Title in the subject line of the e-mail. The State assumes no liability for assuring accurate/complete/on time e-mail transmission and receipt.

### Question & Answer Summary: Responses to all questions will be compiled in writing and posted on the following website no later than seven (7) calendar days prior to the proposal due date: [Division of Procurement Services RFP Page](https://www.maine.gov/dafs/bbm/procurementservices/vendors/rfps). It is the responsibility of all interested parties to go to this website to obtain a copy of the Question & Answer Summary. Only those answers issued in writing on this website will be considered binding.

## **Amendments**

All amendments released in regard to the RFP will also be posted on the following website: [Division of Procurement Services RFP Page](https://www.maine.gov/dafs/bbm/procurementservices/vendors/rfps). It is the responsibility of all interested parties to go to this website to obtain amendments. Only those amendments posted on this website are considered binding.

## **Submitting the Proposal**

### Proposals Due: Proposals must be received no later than 11:59 p.m. local time, on the date listed on the cover page of the RFP. E-mails containing original proposal submissions, or any additional or revised proposal files, received after the 11:59 p.m. deadline will be rejected without exception.

### Delivery Instructions: E-mail proposal submissions are to be submitted to the State of Maine Division of Procurement Services at [Proposals@maine.gov](mailto:Proposals@maine.gov).

#### Only proposal submissions received by e-mail will be considered. The State assumes no liability for assuring accurate/complete e-mail transmission and receipt.

#### E-mails containing links to file sharing sites or online file repositories will not be accepted as submissions. Only e-mail proposal submissions that have the actual requested files attached will be accepted.

#### Encrypted e-mails received which require opening attachments and logging into a proprietary system will not be accepted as submissions. Please check with your organization’s Information Technology team to ensure that your security settings will not encrypt your proposal submission.

#### File size limits are 25MB per e-mail. Bidders may submit files separately across multiple e-mails, as necessary, due to file size concerns. All e-mails and files must be received by the due date and time listed above.

#### Bidders are to insert the following into the subject line of their e-mail proposal submission: “**RFP# 202110165 Proposal Submission – [Bidder’s Name]**”

#### Bidder’s proposal submissions are to be broken down into multiple files, with each file named as it is titled in bold below, and include:

##### **File 1 [Bidder’s Name] – Preliminary Information:**

PDF format preferred

**Appendix A** (Proposal Cover Page)

**Appendix B** (Debarment, Performance and Non-Collusion Certification)

**Appendix C** (Eligibility to Submit Bids)

All required eligibility documentation stated in PART IV, Section I

##### **File 2 [Bidder’s Name] – Organization Qualifications and Experience:**

PDF format preferred

**Appendix D** (Organization Qualifications and Experience Form) and all required information and attachments stated in PART IV, Section II.

##### **File 3 [Bidder’s Name] – Proposed Services:**

PDF format preferred

All required information and attachments stated in PART IV, Section III.

##### **File 4 [Bidder’s Name] – Cost Proposal**:

Excel format preferred

**Appendix E** (Cost Proposal Form) and all required information and attachments stated in PART IV, Section IV.

## **Oral Presentation**

Invited Bidders will be asked to participate in a remote presentation with the Key Personnel that are proposed for the Project. Based on the evaluation process outlined in Part V of this RFP, the Evaluation Committee will determine Bidders to invite to these sessions. These presentations are targeted to elicit information on:

1. Bidder’s experience with successfully implementing Workday in the public sector and qualifications of key Bidder staff assigned to the engagement;
2. Bidder’s approach to implementing the software product for Maine;
3. Key issues and risks identified by the SI Bidder;
4. Partnership during and after the engagement; and
5. Demonstration of Workday Operational considerations.

SI Bidders must have key resources in attendance that can demonstrate both delivered and configured software modules that are relevant to this procurement, the implementation approach (including tools to be used throughout the engagement for Program management, configuration and Requirements Traceability Matrix (RTM) management, data conversion, etc.), and operational support offered by the SI Bidder during and after this engagement.

The State reserves the right to apply restrictions to the structure and content of the Bidder’s Oral Presentation. Presentations shall not be open to the public nor to any competitors. Failure of a Bidder to agree to a date and time may result in rejection of the Bidder’s Response.

Demonstrations will be limited to three (3) hours and will include a demonstration as well as a question and answer session. Demonstrations are tentatively expected to occur on January 17, 2022 and/or January 18, 2022 between 8:00 a.m. and 4:00 p.m. EST. The schedule and location of the sessions will be arranged directly with the Bidders.

## **Key Personnel Interviews**

The State reserves the right to conduct interviews with any key personnel as part of the evaluation process. Based on the evaluation process outlined in Part V of this RFP, the Evaluation Committee will determine Bidders will participate in this component of the evaluation process.

Interviews are tentatively expected to occur on January 19, 2022 and/or January 20, 2022 between 8:00 a.m. and 4:00 p.m. EST.

# **PROPOSAL SUBMISSION REQUIREMENTS**

This section contains instructions for Bidders to use in preparing their proposals. The State seeks detailed yet succinct responses that demonstrate the Bidder’s qualifications, experience, and ability to perform the requirements specified throughout the RFP.

The Bidder’s proposal must follow the outline used below, including the numbering, section, and sub-section headings. Failure to use the outline specified in PART IV, or failure to respond to all questions and instructions throughout the RFP, may result in the proposal being disqualified as non-responsive or receiving a reduced score. The State, and its evaluation team, has sole discretion to determine whether a variance from the RFP specifications will result either in disqualification or reduction in scoring of a proposal. Rephrasing of the content provided in the RFP will, at best, be considered minimally responsive.

Bidders are not to provide additional attachments beyond those specified in the RFP for the purpose of extending their response. Additional materials not requested will not be considered part of the proposal and will not be evaluated. Include any forms provided in the submission package or reproduce those forms as closely as possible. All information must be presented in the same order and format as described in the RFP.

**Proposal Format and Contents**

## **Section I Preliminary Information (File #1)**

### **Proposal Cover Page**

Bidders must complete **Appendix A** (Proposal Cover Page). It is critical that the cover page show the specific information requested, including Bidder address(es) and other details listed. The Proposal Cover Page must be dated and signed by a person authorized to enter into contracts on behalf of the Bidder.

### **Debarment, Performance and Non-Collusion Certification**

Bidders must complete **Appendix B** (Debarment, Performance and Non-Collusion Certification Form). The Debarment, Performance and Non-Collusion Certification Form must be dated and signed by a person authorized to enter into contracts on behalf of the Bidder.

### **Eligibility Requirements**

Bidders must complete **Appendix C** (Eligibility to Submit Bids Form) to demonstrate that the Bidder meets eligibility requirements stated in **Part I. C** of the RFP.

## **Section II Organization Qualifications and Experience (File #2)**

### **Overview of the Organization**

#### Bidder Overview: The Bidder shall provide a brief history of the company, how it is organized, and how its available products and resources will be used to meet the State’s requirements. The Bidder shall submit at minimum the following information in the table below:

Table 18: Bidder Overview Form

|  |  |
| --- | --- |
| **Question** | **Response** |
| 1. Number of years that the Bidder has been providing the services described in this RFP. | *<Bidder provides response>* |
| 1. Is the Bidder a party to any existing or potential contract or under any obligation that could conflict or be inconsistent with the scope of services to be rendered to State as described in this RFP? | *<Bidder provides response>* |
| 1. Indicate whether the company, any affiliate of your company, or its principals has been or is the subject of a bankruptcy or insolvency proceeding or subject to assignment for the benefit of creditors. | *<Bidder provides response>* |
| 1. Indicate whether, in the last five (5) years, the company has ever failed to complete any work awarded to it or whether any contract to perform work was terminated because of the company’s poor performance, regardless of the reason. If so, describe when, where, and why. | *<Bidder provides response>* |

#### References: Bidders shall complete **Appendix D** (Qualifications and Experience Form) describing their qualifications and skills to provide the requested services in the RFP. For the avoidance of any confusion, all references shall be for the implementation of a SaaS-based HRMS solution. These references shall be in the Public Sector (e.g., for Federal, state, or local government). At least one (1) reference shall be for the implementation of Workday HCM.

##### Bidders shall include three examples of Projects, within the past five (5) years, which demonstrate their experience and expertise in performing these services as well as highlighting the Bidder’s stated qualifications and skills. The Brief Description of Project shall include:

###### Date implementation started and ended

###### Size of the reference organization

###### Clear description of the services for which the Bidder was responsible

###### Provides information on the Bidder’s experience and competence to perform Projects like those described in this RFP

###### Approximate number of users

###### Technical solution deployed

###### Final results of the Project

### **Implementation Experience**

#### The Bidder shall provide an overview of their experience, including highlighting experience within the Public Sector, and clients of similar size and scope to the State. In addition to the overview, the Bidder shall provide a response to the following questions in this section of their proposal.

#### Identify experience working with a state or local Government that included law enforcement, military, corrections, transportation, and/or a hospital system.

#### Identify experience working with a state or local Government that has municipal civil service and/or personnel covered by collective bargaining agreements.

#### Experience configuring Workday and, if necessary, complementary solutions to comprise a complete HRMS as identified in **Part I** .

#### Identify experience the Bidder has in implementing segments of HR functionality over time (i.e., phased approach) similar to that described in this RFP.

#### Identify experience the Bidder has in retiring disparate legacy systems and consolidating into one or more modernized systems such as those described in this RFP.

#### Identify experience the Bidder has in implementing reporting functionality that is integrated to a data warehouse outside of an HRMS solution

#### Identify experience the Bidder has in SaaS-based HRMS implementation activities similar to those described in this RFP, i.e., software development, testing, training and organizational change management.

#### The State has several known functional challenges that include scheduling, labor cost distribution, and benefit administration. The State would like to understand the Bidder’s implementation experience in these key areas and solutions the Bidder has implemented to support. The State is open to learning about solutions other than the licensed modules identified in this RFP and seeks recommendations from Bidders based on their successful implementation of such solutions to meet similar HRMS requirements. These challenges include:

##### Scheduling: The State has the need for an agile solution to scheduling that allows managers to easily change schedules for their employees based on demand. This need is especially high in the law enforcement admin unit where managers and schedulers adjust schedules for employees more frequently. Beyond the ability to build out all the permutations of schedules, the HRMS needs to provide a manageable process that allows staff to easily identify the appropriate schedule to assign to an employee, report out on schedules and ensure that the employee can report their time accordingly. The State currently has approximately 900 different schedules identified for use. The Bidder shall discuss implementation experience of complex scheduling such as the needs described by the State while maintaining user-friendly functionality.

##### Labor Cost Distribution: The State leverages time block level entry by the employee that redirects the employees’ time and subsequent pay (earnings and deductions) to cost centers other than assigned as the default funding for the position. The State accomplishes this in their legacy system by assigning Projects and tasks to an employee or group of employees. Employees can then assign time blocks to their time sheets based on the work performed with the individual time blocks identifying the appropriate cost centers to be charged for that time. The States uses these Projects and tasks for grant reporting, Project reporting and other work charged to program level accounts. The State manages this process de-centrally / locally at the Agency. The HRMS needs to allow this same functionality to ensure that employees can charge their time to the appropriate accounts and not just have all hours allocated to the account/cost center assigned to the position. Note that there are existing parameters the State wants to leverage, such as the defined security model to limit/row filter search results, restricting the assignment of Projects to positions within the Agency’s organization, and constraining chart of account assignment (e.g., system restrictions, validations of chart of account combinations and allowable accounts by organization). The Bidder shall discuss experience with labor cost distribution that includes working with legacy structures in your response.

##### Benefits: Retirees and their dependents can fall under separate plans based on their age/eligibility. The State has a Medicare plan (for employees and dependents 65 and older) as well as a pre-65 plan. If the retiree is in one plan and their dependent in the other, the State needs to be able to track eligibility across both plans in a proactive fashion. The State needs the ability to match retirees in one plan to their dependents in the other plan to ensure that deductions are charged to the appropriate retiree for their dependents. Please respond appropriately regarding the Bidder’s implementation experience.

### **Product Experience**

#### The Bidder shall provide background information around experience configuring and implementing HRMS Licenses **(Part I. A** and **Part II. C**). The Bidder shall include includes company’s experience related to:

#### Modules of selected software previously implemented

#### 3rd Party systems/products previously integrated with the selected software, highlighting specific experience with any of the integrations listed in **Appendix** **H**, if applicable

#### Integrating with legacy proprietary systems

#### Mapping data elements to client data warehouses / completing integration work

#### Data conversion to selected software products (e.g., data profiling, data cleansing, data validation, data quality assurance)

#### Report development including determining complexity and the best method for addressing legacy report needs (i.e., through report generation or data sharing into data warehouse)

#### Training on the selected software’s products (identified in **Part I. A** and **Part II. C**)

#### Experience handling semi-annual software releases, including testing and deployment

### **Subcontractors**

#### If subcontractors are to be used, Bidders shall provide a list that specifies the name, address, phone number, contact person, and a brief description of the subcontractors’ organizational capacity and qualifications. Bidder’s response shall also address the following:

#### If Bidder is proposing as a team or joint venture or has included sub-contractors, describe the rationale for selecting the team.

#### Identify extent to which the proposed team, joint ventures and/or sub-contractors have worked together in the past.

#### Provide detailed Sub-Contractor(s) Bidder Overview (**Table 18**) to include all required data listed above for the Bidder’s company.

### **Organizational Chart**

#### The Bidder’s response shall include an organizational chart. The organizational chart shall include the Project being proposed. Each position shall be identified by position title and corresponding to the personnel job descriptions.

### **Litigation**

#### Bidders shall attach a list of all current litigation in which the Bidder is named and a list of all closed cases that have closed within the past five (5) years in which the Bidder paid the claimant either as part of a settlement or by decree.  For each, list the entity bringing suit, the complaint, the accusation, amount, and outcome.

### **Financial Viability**

##### Bidders shall provide a current copy of their Dun & Bradstreet Business Information Report Snapshot.

### **Licensure/Certification**

#### Bidders shall provide documentation of all applicable licensure/certification and specific credentials required to provide the proposed services of the RFP. This documentation includes:

##### Workday Certification

### **Certificate of Insurance**

#### Bidders shall provide a certificate of insurance on a standard ACORD form (or the equivalent) evidencing the Bidder’s general liability, professional liability and any other relevant liability insurance policies that might be associated with the proposed services.

## **Section III Proposed Services (File #3)**

### **Services to be Provided**

#### Discuss the Scope of Services referenced above in **Part II** of the RFP and what the Bidder will offer. Give particular attention to describing the methods and resources you will use and how you will accomplish the tasks involved. Also, describe how you will ensure expectations and/or desired outcomes as a result of these services will be achieved. If subcontractors are involved, clearly identify the work each will perform.

#### The response shall include a detailed description of all the work required to successfully complete the Project, including proposed Project approach, discrete Project tasks, and any implementation assumptions.

### Bidders shall submit responses to **Part II** (including **Appendix G** and **Appendix H**) using the above guidance and following this exact outline:

1. Project Management and Administration Requirements
2. Analysis and Design
3. Requirements Analysis
4. Design
5. Configuration and Development
6. Integrations and Interfaces
7. Data and Analytics
8. Data Conversion
9. Testing
10. Training
11. Organizational Change Management
12. Cutover and Final Acceptance
13. Warranty and Post-Production Services
14. Requirements Matrix: Completion of matrices indicating how they will meet the requirements (configuration, custom development, etc.) as included in **Appendix G**.
15. Deliverables: Bidder shall provide in this section their approach to providing the deliverables and meeting the deliverable requirements outlined in **Part II** . The Bidder shall clearly identify and define any additional proposed deliverables.
16. Additional Licenses: Clearly list any additional software modules or tools required to deliver requested scope beyond those identified in **Part II** . This list shall include the software provider name, application name, and a description of the function it will provide. Bidder shall clearly identify what functionality the software will support that the licenses listed in **Part II. C** do not provide.
17. Assumptions: Clearly state any assumptions made in developing the response to this section.

### **Implementation - Work Plan**

#### Workplan: Provide a realistic work plan for the implementation of the program through the first contract period. This detailed Project plan for implementing Workday shall include all items outlined in **Part II** .

##### For each phase, the Bidder shall clearly outline the functionality that will be available at the end of the phase and the Workday licenses employed to enable this functionality.

##### Display the work plan in a timeline chart.

##### Concisely describe each program development and implementation task, the month it will be carried out and the person or position responsible for each task.

##### If applicable, make note of all tasks to be delegated to subcontractors.

##### Include reasonable and incremental review periods for DED's and deliverables that allow sufficient time for both State review and State to update deliverables based on State review feedback.

#### Roles and Responsibilities: Provide a detailed description of the Project roles and responsibilities for the Project, including a table or equivalent that clearly delineates roles and responsibilities for the implementation between State and the Bidder. Bidder shall reference the RACI in **Part II** in preparing this response. The Bidder will clearly mark any proposed changes to the proposed RACI and provide justification for any proposed changes.

### **Resources – Staffing Plan**

#### The Bidder’s response shall provide responses to the following:

##### Project Team

###### Vendor Project Team: Provide composition of proposed Project team (i.e., members directly employed by SI and any subcontractors). Bidder shall provide the names, titles, locations, and brief background/biography summaries for personnel that that the Bidder will utilize to deliver the scope of services as specified in **Part II** . The Bidder shall include and identify Key Personnel as outlined in **Part II. F.2**.

###### Bidder Project Team Resumes: Proposed Bidder Project team resumes (i.e., narrative of prior experience), roles and responsibilities as well as any resource commitments expected from State for the Project, including % dedicated and any required skills or experience. The State asks that the Bidder highlight experience with the challenges identified in **Part II** in team resumes. Note that the State specifically requests this experience for certain Key Personnel as highlighted in the descriptions in **Part II .F.2.** Please provide verification of the applicable Workday certification for each proposed Key Personnel.

###### Staff Experience Matrix: Bidders shall complete **Appendix J** in their response indicating the years of experience for the proposed Project team.

###### Staff References: For each proposed Key Personnel, provide at least two customer references that are state or local governments comparable in size to the State and implementing the licensed software listed in **Part II. C**. The State asks that the Bidder consider the challenges identified in **Part II** when selecting Key Personnel references.

##### State Resources

###### Comment on any additional resources the SI believes the State will require prior to Project initiation to achieve the desired outcomes as outlined in **Part II** .

### **Proposed Governance Structure**

#### The Bidder’s response shall provide responses to the following:

##### Describe how the SI will align to the State’s Project team structure as outlined in **Part II. D**. This description shall include a visual representation of the Bidders Project governance structure and how it aligns to the State’s governance structure.

##### Propose best practices or modifications the Bidder feels would improve the ability for Project success and on time/on budget delivery.

## **Section IV Cost Proposal (File #4)**

### **General Instructions**

#### Bidders shall submit a cost proposal that covers the period being proposed to complete the full implementation required by this RFP, including all phases, if applicable. The cost proposal shall be deliverable based.

#### The cost proposal shall include the costs necessary for the Bidder to fully comply with the contract terms, conditions, and RFP requirements including labor. The proposal shall also include optional costs for ancillary software and tools (as outlined in Section III) and an hourly labor rate card that applies for the duration of the contract period.

#### No costs related to the preparation of the proposal for the RFP, or to the negotiation of the contract with the State, may be included in the proposal. Only costs to be incurred after the contract effective date that are specifically related to the implementation or operation of contracted services may be included.

### **Cost Proposal Form Instructions**

#### Bidders shall fill out **Appendix E** (Cost Proposal Form), following the instructions detailed here and in the form. Failure to provide the requested information, and to follow the required cost proposal format provided, may result in the exclusion of the proposal from consideration, at the discretion of the State.

# **PROPOSAL EVALUATION AND SELECTION**

Evaluation of the submitted proposals will be accomplished as follows:

## **Evaluation Process - General Information**

### An evaluation team, composed of qualified reviewers, will judge the merits of the proposals received in accordance with the criteria defined in the RFP

### Officials responsible for making decisions on the award selection will ensure that the selection process accords equal opportunity and appropriate consideration to all who are capable of meeting the specifications. The goals of the evaluation process are to ensure fairness and objectivity in review of the proposals and to ensure that the contract is awarded to the Bidder whose proposal provides the best value to the State.

### The State reserves the right to communicate and/or schedule Key Personnel interviews/Oral Presentations with Bidders, if needed, to obtain clarification of information contained in the proposals received. The State may revise the scores assigned in the initial evaluation to reflect those communications and/or interviews/presentations. Changes to proposals, including updating or adding information, will not be permitted during any interview/presentation process and, therefore, Bidders shall submit proposals that present their rates and other requested information as clearly and completely as possible.

## **Scoring Weights and Process**

### Scoring Weights: The score will be based on a 100-point scale and will measure the degree to which each proposal meets the following criteria.

#### **Section I. Preliminary Information (No Points – Eligibility Requirements)**

Includes all elements addressed above in Part IV, Section I.

#### **Section II. Organization Qualifications and Experience (30 points)**

Includes all elements addressed above in Part IV, Section II.

#### **Section III. Proposed Services (45 points)**

Includes all elements addressed above in Part IV, Section III.

#### **Section IV. Cost Proposal (25 points)**

Includes all elements addressed above in Part IV, Section IV.

### **Scoring Process:**  The evaluation and scoring of proposals will be conducted using a staged approach.  Proposals will be required to meet or exceed the stated minimum scoring requirements of the stage in which the proposal is being evaluated to move onto the next stage of evaluation.  Any proposal not meeting the stated minimum scoring requirements of a stage will be ineligible for award consideration and, at that point, be removed from the evaluation process.

#### **Stage One - Eligibility:** Proposals shall meet the requirements of **Part I. C**. “Eligibility to Submit Bids.”  The Bidder shall complete **Appendix C**(Eligibility to Submit Bids Form). Proposals which do not include **Appendix C** or do not meet **Part I. C** “Eligibility to Submit Bids” requirements will be ineligible for award consideration.  Proposals meeting the eligibility requirements will move on to Stage Two of the evaluation and scoring process.

#### **Stage Two - Qualifications and Experience:** Proposals meeting the eligibility requirements in Stage One will move on to be evaluated for Part IV, Section II “Qualifications and Experience” and will be scored by the evaluation team using the consensus approach.  Members of the evaluation team will not score this section individually but, instead, arrive at a consensus as to assignment of points for this section.  Proposals will be able to earn up to a maximum of **30** points for this section with the minimum score of **18** being required for a proposal to move onto Stage Three.

#### **Stage Three - Proposed Services:** Proposals with a score of **18** or higher in Stage Two will move on to be evaluated for Part IV, Section III “Proposed Services” and will be scored by the evaluation team using the consensus approach.  Members of the evaluation team will not score this section individually but, instead, arrive at a consensus as to assignment of points for this section.  Proposals will be able to earn up to a maximum of **45** points with a minimum score of **27** being required to move onto Stage Four.

#### **Stage Four – Demonstrations and Key Personnel Interviews**: Proposals with a score of **27** or higher in Stage Three will move on to provide a demonstration to the evaluation team and interviews with Key Personnel. The RFP Coordinator will contact Bidders who meet the minimum scoring requirement in Stage Three to request, at their own expense, a remote demonstration as outlined in **Part III. D** and interviews as outlined in **Part III. E**.

##### Members of the evaluation team will arrive at a consensus regarding the degree to which the demonstrations and interviews achieve the requirements of this Request for Proposals.  Based on this consensus, the post-demonstration scores may be adjusted (upward or downward) based on the demonstrations and interviews and according to the scoring weights described in **Part V. B** of the RFP.  Proposals that maintain the required minimum scores from Stage Two (18 points) and Stage Three (27 points), will move onto Stage Five.

#### **Stage Five - Cost Proposal:** Proposals which maintain the minimum score of **27** points for Part IV, Section III “Proposed Services” after Stage Four Demonstrations will move on to be evaluated for PART IV, Section IV. Cost Proposal.  The total cost proposed for conducting all the functions specified in the RFP will be assigned a score according to a mathematical formula. The 25-point total will be allocated to the lowest submitted cost proposal. Proposals with higher bids values will be awarded proportionately fewer points calculated in comparison with the lowest bid.

##### The scoring formula is: (Lowest submitted cost proposal / Cost of proposal being scored) x 25 = pro-rated score

#### No Best and Final Offers: The State will not seek or accept a best and final offer (BAFO) from any Bidder in this procurement process.  All Bidders are expected to provide their best value pricing with the submission of their proposal.

### Negotiations: The State reserves the right to negotiate with the awarded Bidder to finalize a contract. Such negotiations may not significantly vary the content, nature or requirements of the proposal or the State’s Request for Proposal to an extent that may affect the price of goods or services requested. The State reserves the right to terminate contract negotiations with an awarded Bidder who submits a proposed contract significantly different from the proposal they submitted in response to the advertised RFP. In the event that an acceptable contract cannot be negotiated with the highest ranked Bidder, the State may withdraw its award and negotiate with the next-highest ranked Bidder, and so on, until an acceptable contract has been finalized. Alternatively, the State may cancel the RFP, at its sole discretion.

## **Selection and Award**

### The final decision regarding the award of the contract will be made by representatives of the State subject to approval by the State Procurement Review Committee.

### Notification of conditional award selection or non-selection will be made in writing by the State.

### Issuance of the RFP in no way constitutes a commitment by the State of Maine to award a contract, to pay costs incurred in the preparation of a response to the RFP, or to pay costs incurred in procuring or contracting for services, supplies, physical space, personnel or any other costs incurred by the Bidder.

### The State reserves the right to reject any and all proposals or to make multiple awards.

## **Appeal of Contract Awards**

### Any person aggrieved by the award decision that results from the RFP may appeal the decision to the Director of the Bureau of General Services in the manner prescribed in [5 M.R.S.A. § 1825-E](http://www.mainelegislature.org/legis/statutes/5/title5sec1825-E.html) and [18-554 Code of Maine Rules Chapter 120](https://www.maine.gov/dafs/bbm/procurementservices/policies-procedures/chapter-120).  The appeal shall be in writing and filed with the Director of the Bureau of General Services, 9 State House Station, Augusta, Maine, 04333-0009 within 15 calendar days of receipt of notification of conditional contract award.

# **CONTRACT ADMINISTRATION AND CONDITIONS**

## **Contract Document**

### The awarded Bidder will be required to execute a State of Maine BP54-IT with appropriate riders as determined by the issuing department.

The complete set of standard State of Maine Service Contract documents, along with other forms and contract documents commonly used by the State, may be found on the Division of Procurement Services’ website at the following link: [Division of Procurement Services Forms Page](https://www.maine.gov/dafs/bbm/procurementservices/forms)

### Allocation of funds is final upon successful negotiation and execution of the contract, subject to the review and approval of the State Procurement Review Committee. Contracts are not considered fully executed and valid until approved by the State Procurement Review Committee and funds are encumbered. No contract will be approved based on an RFP which has an effective date less than fourteen (14) calendar days after award notification to Bidders. (Referenced in the regulations of the State of Administrative and Financial Services, [Chapter 110, § 3(B)(i)](https://www.maine.gov/dafs/bbm/procurementservices/policies-procedures/chapter-110).)

This provision means that a contract cannot be effective until at least 14 calendar days after award notification.

### The State recognizes that the actual contract effective date depends upon completion of the RFP process, date of formal award notification, length of contract negotiation, and preparation and approval by the State Procurement Review Committee. Any appeals to the State’s award decision(s) may further postpone the actual contract effective date, depending upon the outcome. The contract effective date listed in the RFP may need to be adjusted, if necessary, to comply with mandated requirements.

### In providing services and performing under the contract, the awarded Bidder must act as an independent contractor and not as an agent of the State of Maine.

## **Standard State Contract Provisions**

## Contract Administration

Following the award, a Contract Administrator from the State will be appointed to assist with the development and administration of the contract and to act as administrator during the entire contract period. State staff will be available after the award to consult with the awarded Bidder in the finalization of the contract.

## Payments and Other Provisions

The State anticipates paying the Contractor on the basis of net 30 payment terms, upon the receipt of an accurate and acceptable invoice. An invoice will be considered accurate and acceptable if it contains a reference to the State of Maine contract number, contains correct pricing information relative to the contract, and provides any required supporting documents, as applicable, and any other specific and agreed-upon requirements listed within the contract that results from the RFP.

# **LIST OF RFP APPENDICES AND RELATED DOCUMENTS**

Appendix A – Proposal Cover Page

Appendix B – Debarment, Performance, and Non-Collusion Certification

Appendix C – Eligibility to Submit Bids Form

Appendix D – Qualifications and Experience Form

Appendix E – Cost Proposal Form

Appendix F – Submitted Question Form

Appendix G – Functional Requirements (RTM, BPMs, reports)

Appendix H – Integrations and Interfaces

Appendix I – Deliverable Expectations Document

Appendix J – Staff Experience Matrix

## **APPENDIX A**

**State of Maine**

**Department of Administrative and Financial Services**

**PROPOSAL COVER PAGE**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Bidder’s Organization Name:** | |  | | | |
| **Chief Executive - Name/Title:** | |  | | | |
| **Tel:** |  | | | **E-mail:** |  |
| **Headquarters Street Address:** | |  | | | |
| **Headquarters City/State/Zip:** | |  | | | |
| ***(Provide information requested below if different from above)*** | | | | | |
| **Lead Point of Contact for Proposal - Name/Title:** | | |  | | |
| **Tel:** |  | | | **E-mail:** |  |
| **Headquarters Street Address:** | |  | | | |
| **Headquarters City/State/Zip:** | |  | | | |

* This proposal and the pricing structure contained herein will remain firm for a period of 180 days from the date and time of the bid opening.
* No personnel currently employed by the State or any other State Agency participated, either directly or indirectly, in any activities relating to the preparation of the Bidder’s proposal.
* No attempt has been made, or will be made, by the Bidder to induce any other person or firm to submit or not to submit a proposal.
* The above-named organization is the legal entity entering into the resulting contract with the State if they are awarded the contract.
* The undersigned is authorized to enter contractual obligations on behalf of the above-named organization.

*To the best of my knowledge, all information provided in the enclosed proposal, both programmatic and financial, is complete and accurate at the time of submission.*

|  |  |
| --- | --- |
| **Name (Print):** | **Title:** |
| **Authorized Signature:** | **Date:** |

## **APPENDIX B**

**State of Maine**

**Department of Administrative and Financial Services**

**DEBARMENT, PERFORMANCE, and NON-COLLUSION CERTIFICATION**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

|  |  |
| --- | --- |
| **Bidder’s Organization Name:** |  |

*By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:*

1. *Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.*
2. *Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:*
   1. *Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state or local government transaction or contract.*
   2. *Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.*
3. *Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification.*
4. *Have not within a three (3) year period preceding this proposal had one or more federal, state or local government transactions terminated for cause or default*.
5. *Have not entered into a prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies, equipment, or services and this proposal is in all respects fair and without collusion or fraud. The above-mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.*

|  |  |
| --- | --- |
| **Name (Print):** | **Title:** |
| **Authorized Signature:** | **Date:** |

## **APPENDIX C**

**State of Maine**

**Department of Administrative and Financial Services**

**ELIGIBILITY TO SUBMIT BIDS FORM**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

|  |  |  |
| --- | --- | --- |
| **Bidder’s Organization Name:** |  | |
| **Eligibility Certification** | | |
| Has the Bidder successfully implemented within the last 5 years the Workday modules listed in Section 1 (A) for at least two (2) U.S. based state or local governments and at least one of those shall be comparable in size to the State as also described in Section 1 (A) of the RFP. | | Yes or  No |
| Is the Bidder a certified Workday system implementation partner? | | Yes or  No |
| Is the Bidder able to have all offsite work delivered by the assigned Project team within the continental U.S.? | | Yes or  No |
| Is the Bidder able to provide Key Personnel that meet the criteria as specified in PART II.F.2. These personnel include:Delivery Oversight ExecutiveHRMS Project ManagerLead Business AnalystLead Technical AnalystData and Analytics LeadTesting LeadTraining SpecialistOrganizational Change Management (OCM) Specialist | | Yes or  No |

**Appendix D**

**State of Maine**

**Department of Administrative and Financial Services**

**QUALIFICATIONS and EXPERIENCE FORM**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

|  |  |
| --- | --- |
| **Bidder’s Organization Name:** |  |

|  |
| --- |
| **Present a brief statement of qualifications. Describe the history of the Bidder’s organization, especially regarding skills pertinent to the specific work required by the RFP and any special or unique characteristics of the organization which would make it especially qualified to perform the required work activities. You may expand this form and use additional pages to provide this information.** |
|  |

**APPENDIX D (continued)**

|  |
| --- |
| **Provide a description of Projects that occurred within the past five years which reflect experience and expertise needed in performing the functions described in the “Scope of Services” portion of the RFP. For each of the Project examples provided, a contact person from the client organization involved should be listed, along with that person’s telephone number and e-mail address. Please note that contract history with the State of Maine, whether positive or negative, may be considered in rating proposals even if not provided by the Bidder.** |

|  |  |
| --- | --- |
| **Project One** | |
| **Client Name:** |  |
| **Client Contact Person:** |  |
| **Telephone:** |  |
| **E-Mail:** |  |
| **Brief Description of Project** | |
|  | |

|  |  |
| --- | --- |
| **Project Two** | |
| **Client Name:** |  |
| **Client Contact Person:** |  |
| **Telephone:** |  |
| **E-Mail:** |  |
| **Brief Description of Project** | |
|  | |

**APPENDIX D (continued)**

|  |  |
| --- | --- |
| **Project Three** | |
| **Client Name:** |  |
| **Client Contact Person:** |  |
| **Telephone:** |  |
| **E-Mail:** |  |
| **Brief Description of Project** | |
|  | |

## **APPENDIX E**

**State of Maine**

**Department of Administrative and Financial Services**

**COST PROPOSAL FORM**

**RFP# 202110165**

**HRMS System Integrator**

|  |  |
| --- | --- |
| **Bidder’s Organization Name:** |  |
| **Proposed Cost:** | **$** |



**APPENDIX F**

**State of Maine**

**Department of Administrative and Financial Services**

**SUBMITTED QUESTIONS FORM**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

|  |  |
| --- | --- |
| **Organization Name:** |  |

|  |  |
| --- | --- |
| **RFP Section & Page Number** | **Question** |
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*\* If a question is not related to any section of the RFP, state “N/A” under “RFP Section & Page Number”.*

*\*\* Add additional rows, if necessary.*

## **APPENDIX G**

**State of Maine**

**Department of Administrative and Financial Services**

**DETAILED FUNCTIONAL REQUIREMENTS**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

The State’s Functional Requirements include the following documents:

**Business Process Models**

This link is to a .zip file folder with all the business process models for the HRMS. This folder also contains a glossary document containing definitions for the acronyms used in the business process model documentation.

<https://www.maine.gov/dafs/bbm/procurementservices/sites/maine.gov.dafs.bbm.procurementservices/files/rfp-docs/Appendix_G_SOM_BPMs.zip>

**Requirements Traceability Matrix**

Detailed listing of requirements and response document. Note that the requirements align to the business process models and contain cross-references to the applicable business process. This document also contains a full listing of all the business process models.



**Report Inventory**

This is a work-in-progress listing of known reports as of the writing of this RFP.



**APPENDIX H**

**State of Maine**

**Department of Administrative and Financial Services**

**Integrations and Interfaces**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

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## **APPENDIX I**

**State of Maine**

**Department of Administrative and Financial Services**

**Deliverable Expectations Document**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**

|  |  |  |
| --- | --- | --- |
| Deliverable Type | Deliverable Description | Deliverable Amount |
| *<Successful SI to select the type of deliverable for submission>*   * Project Kickoff & Project Charter * Project Management Plan * Project Work Plan * Project Status Reports * Functional Requirements Design Specifications * Technical Requirements Design Specifications * Configuration Management Plan * Data Conversion Plan * Test Plan & Test Scripts * System Test Execution Report * Integration Test Execution Report * Load / Stress Test Results * User Acceptance Test (UAT) Support * Parallel / Simulation Test Support * Training & Knowledge Transfer Plan * Training Delivery (Train-the-Trainer) & Training Materials * OCM Readiness Assessment * OCM Plan * OCM Effectiveness Assessment * Deployment / Cutover Plan * Post-Production Support | <Successful SI to provide a detailed deliverable description including, but not limited to Project phase, table of contents, sections and description of expected content to be developed.> | *<Successful SI to provide the deliverable amount, appropriate retainage, and payment due for the identified deliverable.>* |

|  |  |  |  |
| --- | --- | --- | --- |
| The above deliverable has been reviewed by the undersigned and fully meets the Project deliverable acceptance criteria. | | | |
| **Approvals:** | | | |
| **Name** | **Title** | **Signature** | **Date** |
|  |  |  |  |
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**APPENDIX J**

**State of Maine**

**Department of Administrative and Financial Services**

**Staff Experience Matrix**

**RFP# 202110165**

**Human Resources Management System (HRMS) Systems Integrator**



1. The State’s BFMS system is being replaced with Advantage Performance Budgeting, which is anticipated to be in Production by the time the HRMS will go live. [↑](#footnote-ref-2)