**STATE OF MAINE REQUEST FOR PROPOSALS**



**RFP AMENDMENT #3 AND**

**RFP SUBMITTED QUESTIONS & ANSWERS SUMMARY #2**

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| **RFP NUMBER AND TITLE:** | 202110165 – Human Resource Management System (HRMS) System Integrator |
| **RFP ISSUED BY:** | Department of Administrative and Financial Services |
| **SUBMITTED QUESTIONS DUE DATE:** | December 9, 2021, no later than 11:59 p.m., local time. |
| **AMENDMENT AND QUESTION & ANSWER SUMMARY ISSUED:** | December 23, 2021 |
| **PROPOSAL DUE DATE:** | January 10, 2022, no later than 11:59 p.m., local time. **(*per Amendment #1*)** |
| **PROPOSALS DUE TO:** | [proposals@maine.gov](mailto:proposals@maine.gov) |
| **Unless specifically addressed below, all other provisions and clauses of the RFP remain unchanged.** | |
| **DESCRIPTION OF CHANGES IN RFP:**   1. Appendix H is amended. | |
| **REVISED LANGUAGE IN RFP:**   1. Appendix H is amended in its entirety, with the following: | |

***Submitted Questions and the Department’s Answers begins next page***

**Provided below are submitted written questions received**

**prior to December 2, 2021 and the Department’s answer.**

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| **1** | **RFP Section & Page Number** | **Question** |
|  | Whether companies from Outside USA can apply for this? (like, from India or Canada) |
| **Answer** | |
| Yes, companies headquartered outside of the United States can respond and submit proposals. The company must have a US issued Tax Identification Number (TIN) to work in the State of Maine. Also, the work performed, and access granted to any privileged data, as stated in the RFP, must be done within the continental United States | |

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| **2** | **RFP Section & Page Number** | **Question** |
|  | Whether we need to come over there for meetings? |
| **Answer** | |
| 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. 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 and agreed upon by the State and awarded vendor. | |

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| **3** | **RFP Section & Page Number** | **Question** |
|  | Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada) |
| **Answer** | |
| Privileged and/or administrative access to data will only be provided to those accessing data from within the continental US. | |

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| **4** | **RFP Section & Page Number** | **Question** |
|  | Can we submit the proposals via email? |
| **Answer** | |
| Proposals must be submitted to the State of Maine Division of Procurement Services, via email, at: [Proposals@maine.gov](mailto:Proposals@maine.gov). Proposal submissions must be received no later than 11:59pm, local time, on January 10, 2021 | |

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| **5** | **RFP Section & Page Number** | **Question** |
| Cover Page Page #1 | Can the State extend the final submission due date into January? |
| **Answer** | |
| Please refer to [Amendment #1](https://www.maine.gov/dafs/bbm/procurementservices/sites/maine.gov.dafs.bbm.procurementservices/files/inline-files/RFP%20202110165%20HRMS%20SI%20-%20Amendment%201%20%281%29.docx) posted on the Division of Procurement Services RFP website | |

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| **6** | **RFP Section & Page Number** | **Question** |
| Part I, Sec C  Page #23 | With large government entities adopting Workday recently, not all public sector customers are live on the platform yet. Can we substitute a similar complexity Higher Education or Commercial reference who is 100% deployed? (Similar in complexity meaning, Unions/ Bargaining agreements, dozens of departments, 13,000+ FTE’s, etc.) |
| **Answer** | |
| Please refer to the amendment at the beginning of this document. Experience will be scored per Part V, Section B.2.(b) and will include evaluation of responses to the criteria outlined in Part IV Section II. Experience will be scored per Part V, Section B.2.(b) and will include evaluation of responses to the criteria outlined in Part IV Section II. | |

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| **7** | **RFP Section & Page Number** | **Question** |
| Part II, Sec F  Page #38 | Does the State plan to leverage any of the previous work done by Workday’s professional services? For example, built integrations, data conversion, workflows etc. |
| **Answer** | |
| It is expected that the awarded bidder will work with the State to determine if any of the previously developed interfaces and integrations can be used and if any changes are required due to configuration as well as identifying any net new integrations. All integrations, data conversion, and workflows will be reviewed during discovery, config & prototype. | |

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| **8** | **RFP Section & Page Number** | **Question** |
| Part II, Sec F  Page #38 | Does the State have an anticipated Start date or ideal go-live as a goal which can be shared with SI providers? |
| **Answer** | |
| Any potential go live date(s) will be determined based on the implementation approach and timeline negotiated with the awarded bidder and included in their proposal as referenced in the project timeline in the RFP. The State plans on starting work once a negotiated and executed contract is in place with the awarded bidder | |

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| **9** | **RFP Section & Page Number** | **Question** |
| Part IV, Section D, Page #75 | Does the State have an anticipated budget for the project and on going support that vendors should be aware of? |
| **Answer** | |
| Bidders are requested to provide their best cost for the proposed services per Part IV, Section D | |

**Provided below are submitted written questions received**

**prior to the Submitted Questions Due Date and the Department’s answer.**

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| **10** | **RFP Section & Page Number** | **Question** |
| Per Part II, F,1,h | As per the scope, the state has previously selected workday as the software provider. Can you confirm if state is interested in additional software that may address the gaps in the software?  Part 1 Introduction > A. Purpose and Background > 1. Project Scope |
| **Answer** | |
| The State issued this RFP as a request for implementation services. Per **Part II, F.1.(h)** Bidders may recommend additional software needs beyond those described in the Current HRMS Licenses Part II. C. Additionally, see **Part IV, Section III.2.(p):** the Bidder must clearly identify what functionality the software will support that the licenses listed in **Part II.C** do not provide.  The cost for any proposed additional software licenses must be included on **Tab D – Other Costs** of Appendix E (Cost Proposal Form) as optional/ ancillary services that are not awarded under this RFP. However, costs to implement other suggested software in order to meet the scope of services in this RFP must be included in the implementation costs included on **Tab A – Implementation Services** of Appendix E (Cost Proposal Form). | |

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| **11** | **RFP Section & Page Number** | **Question** |
|  | Could a bid be put in that is a combined effort between a non-certified consulting firm and a certified partner, if the Eligibility to Submit C. 2 is a requirement. |
| **Answer** | |
| Yes, however, the bidder must be a certified Workday SI and the noncertified vendor must be the subcontractor. Please refer to **Part I, Section C** for eligibility requirements. The requirements are specific to the bidder's experience to submit a proposal. The experience of any potential sub-contractors will not be taken into consideration when evaluating eligibility. | |

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| **12** | **RFP Section & Page Number** | **Question** |
|  | Is the State's intention to start with the Maine configured Workday Tenant as the baseline for the project? |
| **Answer** | |
| The State is considering starting with a clean tenant, using the business process and Requirements Traceability Matrix documentation that was developed this summer as the baseline for new configurations. However, the State is seeking to accomplish implementation in the most cost- and time-effective manner, so is willing to consider recommendations in this area. | |

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| **13** | **RFP Section & Page Number** | **Question** |
|  | On April 9, 2021, the Joint Standing Committee on Government Oversight included a PowerPoint from IJA. We respectfully request the complete findings from the IJA 3rd party assessment. |
| **Answer** | |
| The IJA assessment PowerPoint shared with the Government Oversight Committee on April 9, 2021 was the complete document delivered by IJA.  Link to the document: <https://legislature.maine.gov/doc/6553> | |

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| **14** | **RFP Section & Page Number** | **Question** |
| pg. 9 - 11 | In relation to your previous implementation which goals and objectives did you feel were missed/ not met? |
| **Answer** | |
| **Part I, A.4** contains the State of Maine's HRMS Project Vision and Goals, Project Success Criteria, and Project Guiding Principles. The State provided this information to Bidders to give a clear picture of the State's needs and objectives for this HRMS implementation. The State encourages qualified Bidder's (see **Part I, C**) to consider this section in their RFP responses. | |

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| **15** | **RFP Section & Page Number** | **Question** |
| pg. 13, Part 1, 5b | How many actual FEINs are there? Does each current "payroll company" have its own FEIN? Or will these simply be part of the supervisory org or a cost center or a business unit? |
| **Answer** | |
| The State of Maine has one FEIN used for all payroll companies/cycles. The State plans on leveraging Workday supervisory orgs and cost center functionality. Payroll Company is a legacy organizational grouping of positions (e.g. department or lower level grouping) | |

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| **16** | **RFP Section & Page Number** | **Question** |
| pg. 13, Part 1, 5b | Are the Administrative Units truly unions since there are CBAs associated |
| **Answer** | |
| All collective bargaining agreements (CBAs) are covered under a Union and corresponding administrative unit, but not all administrative units are related to a CBA/Union (e.g. Admin X, Y, Z, Confidential, and Financial Order Required) | |

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| **17** | **RFP Section & Page Number** | **Question** |
| pg. 13, Part 1, 5b | Is payroll interface in scope for the DOT? RFP says there is currently a payroll interface. |
| **Answer** | |
| Please see **Appendix H**, which contains all known integrations and interfaces at the time of this RFP. The State of Maine refers Bidders to INT026, in particular | |

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| **18** | **RFP Section & Page Number** | **Question** |
| pg. 20, Table 6 | Can the SOM clarify the go live date noted in this footnote? ‘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.’ |
| **Answer** | |
| The State anticipates that CGI's Advantage Performance Budgeting module will be fully implemented and in use before the end of 2022 at the latest. | |

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| **19** | **RFP Section & Page Number** | **Question** |
| pg. 24, Part 1, a | Under functional area descriptions, there are references to functionality that would typically fall under the Workday SKU of Talent/Performance. These references include:  ·        Performance and engagement management  ·        Career and succession planning  The Talent/Performance SKU does not appear to be included as part of the current deployment. Are these areas being explored as possible additional areas of scope? |
| **Answer** | |
| **Part II** of this RFP contains the full scope of services to be provided for this RFP (including references to Appendices G and H), including functional and technical. **Part II, C** contains a listing of all State of Maine current HRMS license entitlements to be used in implementing this scope of services.  Please see the State of Maine's response to **Question 10** for additional information. | |

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| **20** | **RFP Section & Page Number** | **Question** |
| pg. 28, Part 2, B4(d) | Does the State plan to supplement Workday Time Tracking with any third-party or legacy applications for public safety time tracking and/or scheduling? |
| **Answer** | |
| **Part II** of this RFP contains the full scope of services to be provided for this RFP (including references to Appendices G and H), including functional and technical. Part II, C. contains a listing of all State of Maine current HRMS license entitlements to be used in implementing this scope of services.  Please see the State of Maine's response to **Question 10** for additional information. | |

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| **21** | **RFP Section & Page Number** | **Question** |
| pg. 33, D Figure 5 | Does the SOM intend to utilize Kainos automated testing during the Implementation? If so, in what capacity? Were the Kainos services used on the previously paused deployment of Workday? |
| **Answer** | |
| The State of Maine intends to utilize the Kainos automated testing software to augment testing needs (end to end and payroll parallel) during the HRMS implementation. Kainos was used previously for automated/scripted testing scenarios during end to end and payroll parallel. For payroll parallel, Kainos was leveraged to validate legacy to Workday pay comparisons (gross to net) at the individual earning, deduction, and tax code | |

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| **22** | **RFP Section & Page Number** | **Question** |
| pg. 72, Section II, Part 1, h | What internal change management, communications, or training capabilities/resources do you have or expect to have for this project? |
| **Answer** | |
| The State of Maine has identified and documented the project communication plan, escalation plan, as well as the need for a strong change management process. The State partners with the Project Management Office to support internal change management needs. The current staffing plan includes an organizational change management team dedicated to this implementation. **Part IV, C** requests that bidders comment on any additional resources the SI believes the State will require | |

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| **23** | **RFP Section & Page Number** | **Question** |
| pg. 72, Section II, Part 1, h | Briefly describe your organization’s culture and estimated level of resistance to change/adoption of technology. |
| **Answer** | |
| The State of Maine has a culture of change and continued process improvement. There is no greater resistance to change than would typically be expected of any other organization of this size. The existing governance structure, as outlined in the RFP, provides additional change management support and accountability | |
| **24** | **RFP Section & Page Number** | **Question** |
| pg. 24, Part 1, a | Under functional area descriptions, there is a reference to Learning functionality. This would typically fall under the Workday SKU of Learning which does not appear to be included as part of the current deployment. Are these areas being explored as possible additional areas of scope? |
| **Answer** | |
| The State has contracted with Workday for the licenses described in **Part II, Section C**; however, see answer to **Question 10** regarding Bidders being able to recommend additional software in order to deliver the requested scope. | |

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| **25** | **RFP Section & Page Number** | **Question** |
| pg. 33, Table 10, Project Gov Structure | Alongside the HRMS Project Governance structure & role & responsibilities have you defined the decision-making authority for each level (Exec Steer Co, Project Sponsor/ Product Owner, HRMS Readiness Team) and the process for escalations? |
| **Answer** | |
| The decision-making authority has been defined and documented in the governance structure with a clear escalation path from the project through the executive sponsor. **Figure 5** and **Table 10** of the RFP, **Part II, D.2**, defines that structure | |

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| **26** | **RFP Section & Page Number** | **Question** |
| pg. 32-37 D-2 | What is the planned number of SOM FTEs per role defined in **Table 10** |
| **Answer** | |
| Project Leadership consists of the Executive Sponsor, Project Sponsor, Project Manager, and the Executive Steering Committee members identified in **Table 10**. The Project Readiness Team includes subject matter experts with a single Shared Services lead identified in each functional workstream for Recruiting/HCM, Benefits, Time Tracking, Absence, and Payroll. Additional SMEs are available, when required, through Agency participation and Central Agency support within the Bureau of Human Resources and the Office of the State Controller. Data conversion needs are augmented with a vendor, Premier Consulting. Data analytics and reporting needs are supported through the State's Enterprise Data Services team. Testing is augmented with a vendor, Kainos, along with a testing lead. 1.5 FTEs are identified for technical/integration support. Organizational Change Management is staffed with 2 FTEs along with support from the State's Project Management Office. **Part IV, C** requests that bidders comment on any additional resources the SI believes the State will require | |

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| **27** | **RFP Section & Page Number** | **Question** |
|  | Throughout your previous implementation effort were you able to align on singular definitions across HR, Finance and IT for the data dimensions in Workday (e.g., Cost Center, Company, Organization, etc.)? |
| **Answer** | |
| With respect to the data dimensions referenced, each dimension was used for a single and consistent purpose across the tenant for HR, Finance and IT. A data dimension was not used for multiple purposes | |

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| **28** | **RFP Section & Page Number** | **Question** |
|  | Have you defined your future state Workday tiered model of support and documented the corresponding organizational changes?  ·        If so, did you align the security model to that new organizational structure and roles? |
| **Answer** | |
| The State of Maine has a defined and documented support structure through roles and responsibilities as well as standard operating procedures (SOP). The State of Maine has identified a shared services model and governance structure to support the HRMS application post go live with defined admin and role-based security based on the organizational structure within the HRMS | |

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| **29** | **RFP Section & Page Number** | **Question** |
|  | Across the HCM module, what percentage of open tickets, either unresolved or not started, remain? Are there any remaining large design considerations that have not been solutioned? |
| **Answer** | |
| The State of Maine is unlikely to repurpose prior implementation work in the referenced area and the State of Maine believes that providing this information would be misleading to Bidders. **Part II, F.5** outlines the Bidder's responsibilities around configuration. | |

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| **30** | **RFP Section & Page Number** | **Question** |
|  | Does the SOM pay retirees only when they have returned to work post-retirement as an employee? If so, how is the retiree identification being tracked? |
| **Answer** | |
| The State of Maine only pays retirees when they have returned to work in a Retired Active status in HCM. This flag also triggers benefit eligibility | |

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| **31** | **RFP Section & Page Number** | **Question** |
|  | Across the recruiting module, what percentage of open tickets, either unresolved or not started, remain? Are there any remaining large design considerations that have not been solutioned? |
| **Answer** | |
| The State of Maine is unlikely to repurpose prior implementation work in the referenced area and the State of Maine believes that providing this information would be misleading to Bidders. **Part II, F.5** outlines the Bidder's responsibilities around configuration. | |

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| **32** | **RFP Section & Page Number** | **Question** |
|  | Across the compensation module, what percentage of open tickets, either unresolved or not started, remain? Are there any remaining large design considerations that have not been solutioned? |
| **Answer** | |
| The State of Maine is unlikely to repurpose prior implementation work in the referenced area and the State of Maine believes that providing this information would be misleading to Bidders. **Part II, F.5** outlines the Bidder's responsibilities around configuration. | |

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| **33** | **RFP Section & Page Number** | **Question** |
|  | Across the benefits module, what percentage of open tickets, either unresolved or not started, remain? Are there any remaining large design considerations that have not been solutioned? |
| **Answer** | |
| The State of Maine is unlikely to repurpose prior implementation work in the referenced area and the State of Maine believes that providing this information would be misleading to Bidders. **Part II, F.5** outlines the Bidder's responsibilities around configuration. | |

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| **34** | **RFP Section & Page Number** | **Question** |
|  | In **Appendix H** there are 87 integrations listed. Please share the current status of the integration in the implementation cycle? How many in development or in End-to-End testing or parallel testing? |
| **Answer** | |
| The amended **Appendix H** now contains the current status of integrations based on the configuration at the time of this RFP. Per **Part II, F. 5. (j), (ii)** 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. Per **Part II, F. 5. (j), (ii), (1)** 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. | |

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| **35** | **RFP Section & Page Number** | **Question** |
|  | Please share, if any, list of integrations that are identified in scope but not listed in **Appendix H**? |
| **Answer** | |
| **Appendix H** contains all known integrations and interfaces as of the time of this RFP. | |

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| **36** | **RFP Section & Page Number** | **Question** |
|  | Were there any open defects from End-to-End testing? If so, can you share the open defects? |
| **Answer** | |
| The State of Maine is unlikely to repurpose prior implementation work in the referenced area and the State of Maine believes that providing this information would be misleading to Bidders. **Part II, F.7** outlines the Bidder's testing requirements associated with the RFP. | |

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| **37** | **RFP Section & Page Number** | **Question** |
|  | Can you share the last RAID log and RAID Dashboard? |
| **Answer** | |
| The State of Maine is unlikely to repurpose prior implementation work in the referenced area and the State of Maine believes that providing this information would be misleading to Bidders | |

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| **38** | **RFP Section & Page Number** | **Question** |
|  | What were your end-to-end testing success and quantities (total configured) of the following:  1.     FEIN Payroll Companies - (e.g., successful testing - 1 FEIN Company)  2.     Pay Groups -  3.     Earnings - (e.g., 70 of 72 earnings met requirements and passed testing)  4.     Deductions -  5.     Taxes - |
| **Answer** | |
| For End to End, configurations around Payroll Company, Pay Groups (a total of 3 pay groups), Earnings, Deductions, and Taxes were all tested based on configuration at the time of End to End. A comparison of legacy to Workday was not done at that time. Testing was limited to configuration testing and ensuring that the configurations worked properly.  Please see the State of Maine's response to **Question 36** for additional information. | |

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| **39** | **RFP Section & Page Number** | **Question** |
|  | Did the current Payroll account posting rules meet your requirements and pass end-to-end testing? |
| **Answer** | |
| The account posting rules allowed the State to identify the necessary payroll accounts. With that said, the current payroll account posting rules did not include system edits and rules to ensure that all required data elements were populated and were valid or valid combinations based on general ledger requirements | |

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| **40** | **RFP Section & Page Number** | **Question** |
|  | For Parallel Cycle 1, what were the percentages of acceptable/matches for, Earnings, Deductions, and Taxes? |
| **Answer** | |
| High levels statistics for Payroll Parallel are provided below for reference. The percentages are based on aggregated totals from all three pay groups. The State of Maine is unlikely to repurpose prior implementation work in the referenced area. As such, in response to this RFP, Bidders should not estimate implementation effort or cost to implement based upon the status provided by the State of Maine in response to this question.  Matches for Earnings was at 21.95% Matches for Deductions was at 53.83%; and Matches for Taxes was at 29.84% | |

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| **41** | **RFP Section & Page Number** | **Question** |
|  | Have costing allocations been utilized (at any level), if so, please describe. |
| **Answer** | |
| Costing allocations were leveraged to assign the position modified default org assignments (with lower level reporting needs beyond the cost center). Control objectives to route approvals to the Bureau of Budget were not met based on specific change in org assignment (i.e. cost center changes) without having to route all changes. Compensating controls through the use of audit reports were created, but would rely on manual review and mitigation, and would have a higher risk of errors and require a much higher level of effort than existing processes in legacy systems. | |

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| **42** | **RFP Section & Page Number** | **Question** |
|  | Have worktags been configured to meet your GL requirements? How many custom worktags have been utilized for GL purposes? |
| **Answer** | |
| Previous configuration leveraged custom worktags and custom objects to meet the State's general ledger requirements and payroll journal integration to the general ledger. The use of custom worktags, in some instances, did not flow through all payroll postings and those picklists did not limit the available options through security as REQUIRED | |
| **43** | **RFP Section & Page Number** | **Question** |
|  | Have WD Projects been configured to support tracking time against projects? |
| **Answer** | |
| The Workday SKU for Projects is not part of the purchased SKUs for the State of Maine. The State has contracted with Workday for the licenses described in **Part II, Section C**; however, see answer to **Question 10** regarding Bidders being able to recommend additional software in order to deliver the requested scope. | |

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| **44** | **RFP Section & Page Number** | **Question** |
|  | Have WD Funds and Grants been configured? Or are the GL requirements being met by activating these as Journal worktags? |
| **Answer** | |
| Workday Funds were configured to identify the appropriate general ledger funds. Workday Projects and Grants are not part of the Workday SKUs purchased by the State of Maine. The State has contracted with Workday for the licenses described in **Part II, Section C**; however, see answer to **Question 10** regarding Bidders being able to recommend additional software in order to deliver the requested scope. | |

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| **45** | **RFP Section & Page Number** | **Question** |
|  | Are retiree functionalities being used in current design? Are multiple jobs/positions being utilized when a retiree returns to work as an active employee? |
| **Answer** | |
| Active Retirees, when they return to work, are currently hired into an existing position. Bidders will review all retiree functionality along with all other functional components during the implementation period.  **Part II, F.4** outlines the Bidder' requirements analysis requirements associated with the RFP. | |

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| **46** | **RFP Section & Page Number** | **Question** |
|  | Question: Would the State allow the SI to suggest a purpose-built 3rd party solution with prebuilt integration to replace or augment the Workday Time Tracking that would overcome the challenges related to scheduling and labor cost distribution? |
| **Answer** | |
| **Part II.C** identifies the State of Maine's current HRMS licenses (i.e., the State of Maine's license entitlements) available for the scope services to be provided as part of this RFP.  Please see the State of Maine's response to **Question 10** for additional information. | |

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| **47** | **RFP Section & Page Number** | **Question** |
|  | To provide functionality gaps and to reduce Workday customizations (e.g., scheduling, labor cost distribution Will the State of Maine adjust their RFP to allow an SI to include a 3rd party system without penalizing them for a higher cost? |
| **Answer** | |
| **Part II.C** identifies the State of Maine's current HRMS licenses (i.e., the State of Maine's license entitlements) available for the scope services to be provided as part of this RFP.  Please see the State of Maine's response to **Question 10** for additional information. | |

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| **48** | **RFP Section & Page Number** | **Question** |
|  | If SI determines following the award that a 3rd party solution is needed, will there be an opportunity to include additional cost? |
| **Answer** | |
| **Part II.C** identifies the State of Maine's current HRMS licenses (i.e., the State of Maine's license entitlements) available for the scope services to be provided as part of this RFP.   Please see the State of Maine's response to **Question 10** for additional information. | |

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| **49** | **RFP Section & Page Number** | **Question** |
|  | Has the State of Maine met with other states and/or municipalities to determine how other entities have successfully implemented time management systems? Many of Workdays successful customers have implemented a best of breed approach to complement the Workday Payroll with a robust workforce management solution on the front end. |
| **Answer** | |
| The State of Maine has met and had discussions with other States and public sector clients to learn how other public clients implemented and met time tracking and scheduling needs | |