THE TEXAS A&M UNIVERSITY SYSTEM
Office of HUB & Procurement Programs

REQUEST FOR PROPOSAL

Human Capital Management Implementation Services

RFP NUMBER RFP01 CIO-15-026

PROPOSAL MUST BE RECEIVED BEFORE:
2:00 P.M. Central Time on July 23, 2015

MAIL, HAND DELIVER, AND /OR EXPRESS MAIL PROPOSAL TO:

The Texas A&M University System
The Texas A&M University System Building
System Office of HUB & Procurement Programs
301 Tarrow 3rd Floor, Suite 366
College Station, TX 77840
Attn: Jeff Zimmermann

Show RFP Number, Opening Date and Time on Response Envelope

NOTE: PROPOSAL must be time stamped at **The Texas A&M University System Office of Procurement and HUB Programs** before the hour and date specified for receipt of proposal.

Pursuant to the Provisions of Texas Government Code Title 10, Chapter 2156.121-2156.127, sealed proposals will be received until the date and time established for receipt. After receipt, only the names of Respondents will be made public. Prices and other proposal details will only be divulged after a contract is executed, if any.

REFER INQUIRIES TO:

Jeff Zimmermann, Director
The Texas A&M University System
HUB & Procurement Programs
email: jzimmermann@tamus.edu

All proposals shall become the property of The Texas A&M University System upon receipt. Proposals may be subject to public review after contracts have been executed. VENDORS responding to this proposal are cautioned not to include any proprietary information as part of their proposal unless such proprietary information is carefully identified as such in writing, and the SYSTEM accepts, in writing, the information as proprietary. Notwithstanding the foregoing, the SYSTEM is subject to the Texas Public Information Act.

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REQUEST FOR PROPOSAL ORGANIZATION

This RFP is organized in the following manner:

Section 1 – Overview and General Information: Contains an explanation of the RFP purpose, the project background, information concerning existing System-wide administrative systems, mandatory qualifications, the RFP Schedule of Events, various Respondent instructions, and other items of interest to the Respondent.

Section 2 – Scope of Work: Contains the term of contract, and a summary of the solution scope, including software functional scope, special considerations, implementation and integration services scope, and organizational scope.

Section 3 – Submission Instructions: Contains general proposal submission information and instructions for submission of technical and cost sections of Respondent Proposals.

Section 4 – Technical Proposal Format and Content: Contains specific detailed instructions concerning how Respondents are to structure and format each sub-section of their technical proposal.

Section 5 – Cost Proposal Format and Content: Contains specific detailed instructions concerning how Respondents are to structure and format each sub-section of their cost proposal.

Section 6 – Contract Terms and Conditions: Contains several terms and conditions under which the Successful Respondent shall perform the contract.

Section 7 – Forms: Contains the various forms required to be submitted with each proposal by the Texas A&M University System.

Exhibits:

Exhibit A:	Tab 1- System Members and Primary Office Locations
	Tab 2- Employee Counts by Managing Organization / System Member
	Tab 3- Employee Counts by Payroll/FEIN
	Tab 4- Use of PeopleAdmin by Institution and Agencies
Exhibit B:	TAMUS Payroll (Labor) Expense Distribution and Effort Certification
Exhibit C:	Current Interfaces

Appendices:

Appendix A: Cost Schedules

1 OVERVIEW AND GENERAL INFORMATION

1.1 RFP Purpose

The Texas A&M University System (TAMUS or System) issues this Request For Proposal (RFP) to define the System's proposal requirements, outline the System's process for evaluating vendor proposals, and to select a single Respondent to provide implementation services (Services) for Workday Human Capital Management and Payroll (HCM) as described in Section 2, Scope of Work in this RFP. The System's objective is to obtain Services that represent the best value for TAMUS according to the criteria listed in this RFP.

1.2 Project Goals and Objectives

The goals of the HCM Project are to:

- Implement an integrated and highly efficient HCM system that meets the critical business requirements of TAMUS members by eliminating outdated and redundant systems, maximizing the efficiency of managing System resources, enhancing security and ensuring transparency;
- Successfully implement all System Members on time and within budget;
- Implement the HCM system in a manner that supports System-wide standardization of data and business processes; and
- Implement the HCM system in a manner that is cost-effective to maintain.

1.3 Background Information

TAMUS is one of the largest systems of higher education in the nation, with a budget of $3.8 billion. Through a statewide network of 11 universities, seven state agencies, two service units and a comprehensive health science center, TAMUS educates more than 131,000 students and makes more than 22 million additional educational contacts through service and outreach programs each year. Externally funded research expenditures exceed $820 million and help drive the state's economy.

Exhibit A contains a listing of System Members and primary office locations, and includes unduplicated count of TAMUS employees and retirees. Per this schedule, the total number of active employees as of May 5th, 2015 is 45,734.

For more information about TAMUS, go to http://www.tamus.edu/about/.

The System relies on information technology to carry out its mission of teaching, research, and service. The HR/Payroll and Financial administrative systems support critical business processes that assist in achieving this mission. The major administrative systems in place, Budget/Payroll/Personnel (BPP) System and the Financial Accounting Management Information System (FAMIS), have served the TAMUS for many years.

The BPP System is an integrated data management system used by each member of TAMUS. Its core function is to support the data processing and reporting requirements for the three functional areas of budget planning, payroll processing and personnel record-keeping. Through its mainframe and web interfaces, the BPP System provides standardization in data collection, storage and reporting.

Developed in the late 1970's, the BPP System was originally designed to be accessed via an IBM 3270 terminal type of computer. Today, processors utilize terminal emulation software on a standard PC to directly access each of the BPP System 'green screens'.

In the early to mid-2000's, web applications were developed to allow employees and administrators to directly enter data into the BPP System instead of relying on administrative processors. These applications include an absence system (LeaveTraq), time sheets and pay processing (TimeTraq), monthly pay approval (Monthly Payroll), employee demographics and self-service (HRConnect) and benefits enrollment (iBenefits).

The BPP System shares data with many internal and external systems. Through its Budget module, it integrates with FAMIS, which allows users to create and modify positions, impacting FAMIS via budget, encumbrance and expense postings. The Payroll module creates ACH transactions with banks across the nation to electronically transfer an employee's pay directly into his/her personal bank account. It is also responsible for reporting tax information to both state and federal governments. The Personnel module reports demographic information to various state and federal agencies. It also integrates with the systems of multiple insurance providers in maintaining insurance coverage for employees and retirees.

Most System components have chosen to utilize FAMIS as their accounting system of record. All FAMIS programs access a common database that allows many different users to view and update identical information. FAMIS has also been extended with a web interface, an application known as “Canopy”, for approvals, workflows and reporting. FAMIS users can be given access to numerous on-line accounting functions. These functions are spread among four major FAMIS modules:

- Financial Records Systems (FRS)
    - Financial Accounting - transactions relating to financial operations such as budgets, revenues, expenses, and journal entries
    - Accounts Payable - transactions relating to vendor payment including preparation of checks and files for State of Texas warrants
    - Accounts Receivable - transactions relating to billing and payment receipt for goods or services rendered
    - Purchasing - transactions relating to ordering, receipt and initiation of payment of goods and services
    - Payroll Distribution - processes relating to the distribution of payroll expenses for research projects
    - Budget Preparation - processes relating to the preparation of the annual budget to be presented to the TAMUS Board of Regents
- Fixed Assets (FFX)
- Sponsored Research (SPR)
- Annual Financial Reporting (AFR)

Additionally, FAMIS integrates with other externally hosted applications, including Concur, SciQuest, and Buyspeed.

The major reasons for considering a change from the A&M System’s legacy administrative systems include:

- Enable significant improvements in business processes and adherence to best practices;
- Mitigate the risks and costs associated with the legacy administrative systems;
- Reduce dependence on employees with unique, specialized knowledge, many of whom are nearing retirement age;
- Reduce or eliminate dependency on a mainframe infrastructure, that while stable and reliable, has a high cost to acquire, maintain and support;
- Take advantage of software that is nimble and adaptable to changing business requirements;
- Reduce or eliminate manual, paper-dependent business processes;
- Provide enhanced employee and manager self-service;
- Provide mobile access to routine business processes; and
- Standardize and integrate human resources and payroll business processes.

1.4 High-Level Business Considerations

The Respondent should consider the following TAMUS characteristics and concerns when developing their proposals in response to this RFP:

TAMUS Position Types: Budgeted vs. Wage

Currently TAMUS separates positions into two primary position types: budgeted and wage.

The majority of TAMUS faculty and staff employees are in budgeted positions. Budgeted positions are eligible for employee insurance and fringe benefits and generally considered "permanent positions." Budgeted positions can be paid an hourly rate or a monthly salary. Budgeted positions are not necessarily full-time positions – almost 30% of budgeted positions are part time positions.

Wage positions are generally not eligible for employee insurance benefits and are used for employees who work less than 20 hours a week, or are expected to work less than 4.5 months in a year. Wage positions are paid an hourly rate, and sometimes a task or unit of work rate. Some TAMUS members use wage positions for adjunct faculty, but most do not. Student worker positions are always treated as wage positions, and approximately 25% of staff positions are wage positions.

Currently, graduate assistants are placed in both Wage and Budgeted positions. Graduate assistants for Teaching or Research are usually placed in Budgeted positions. Graduate assistants non-teaching are sometimes placed in wage positions and complete timesheets. Graduate assistants are eligible for a graduate assistant specific health plan.

Multiple Positions

Employees may hold multiple positions. As of May 5th, 2015, 2,749 employees hold two or more positions, bringing the total number of active positions to 49,133. Employees holding multiple positions are usually in more than one wage position, or they hold a budgeted position and also a wage position. An employee holding two budgeted positions is very rare.

TAMUS Pay Cycles: Biweekly vs. Monthly

TAMUS current runs two pay cycles:

- A monthly pay period that ends on the last day of the month with pay day on the first working day of the following month; and

- A biweekly pay period that runs 14 days from Thursday through Wednesday with pay day following on Friday, nine days after the end of the pay period.

All monthly, salaried employees are paid on the monthly payroll cycle. Most hourly-rate employees are paid on a biweekly cycle. However, some regional universities continue to pay hourly non-exempt employees on a monthly basis with an hourly rate. Overtime and comp-time adjustments may need to be processed for this set of employees.

TAMUS may be interested in consolidating to a single pay cycle (semi-monthly or possibly biweekly) at a later date, possibly even after HCM is deployed, and may consider using this implementation project to plan and scope that work.

Single Payroll System with Multiple FEINs

All members of TAMUS share a common in-house legacy payroll system, Budget/Payroll/Personnel System (BPP); however, each TAMUS member has its own Federal Employment ID number (FEIN). Currently all TAMUS members report independently to the IRS, although some of this reporting is handled via a shared service process.

TAMUS will consider consolidating to a single FEIN as a part of this implementation project.

Managing Organization vs. Employment Organization

The flagship university, Texas A&M University in College Station (TAMU), has a unique organizational arrangement with the Texas Engineering Experiment Station (TEES) and Texas A&M Agrilife Research. Many employees (primarily faculty with some staff) are employed under an FEIN with TEES or Agrilife Research (AgriLife) but are actually physically located, managed, and teaching or providing other services under TAMU's College of Engineering and College of Agriculture, respectively. These employees have their payroll, benefits and HR processes managed by TEES and AgriLife, and may be partially funded by TEES or Agrilife, yet they are administratively managed under Texas A&M University and fall under TAMU policy.

This organizational arrangement may be evaluated if TAMUS consolidates to a single FEIN number.

Exhibit A contains a listing of System Members and the count of employees aligned with each FEIN and also represents the handling of HR and/or payroll processing in shared services arrangements between System Members. Per this schedule, the total number of active employees as of May 5th, 2015 is 45,734.

Cross Member Nature of Payroll and HR Processing

As previously stated, all members of TAMUS share a common in-house legacy payroll system. Most HR-processing functions, e.g., benefits enrollment and employee data management, are also managed using common in-house applications. Some System Member HR and Payroll offices commonly administer those functions for other members through a shared-services agreement. In addition, some members have a decentralized model for HR administration and others are centralized.

All but one of the System Members use People Admin for applicant management, position management and/or performance management functions. There are 15 different instances of PeopleAdmin System-wide with several members operating under a shared-services model. No single System Member uses all the functionality provided by PeopleAdmin and none use the product for any activity with Graduate Assistant employees or for any onboarding functionality. At least one System Member is currently migrating to the newer version of PeopleAdmin; and others are considering doing so. One System Member uses software from Halogen for these functions.

Exhibit A- Tab One includes, by System Member, the HR Office that administers those functions, whether the member has Departmental HR Processors, which parts of People Admin are used, and which office provides Payroll Processing. **Tab 4** shows the scope of PeopleAdmin use by each System Member for different employee types and functionality and whether the PeopleAdmin data is currently imported into the System Data Warehouse.

Joint Funding

Any employee within TAMUS can be funded by more than one System Member. This most commonly occurs on the flagship campus and at the related agencies; however, it can be done across TAMUS.

The employer of the position will actually produce the payroll for the employee at their full salary or wage rate, however, integrations with the financial system and features of the existing payroll system allow for inter-member due-to/due-from processing and equity fund transfers. This will be a critical feature to support in Workday.

Adjunct Faculty

The System universities use and employ temporary, non-tenured faculty members. Various titles are used for these faculty members, including visiting, adjunct, professor of the practice, and executive professor (hereinafter referred to as “adjunct”). Compensation methods are non-standard throughout the System with some being paid and others non-paid, but using university resources or supervising employees. Due to limitations of the current payroll system, adjunct faculty cannot always be put a budgeted position, and work-around payroll processes exist. In some instances, adjunct faculty may also hold staff positions. The System desires to standardize its approach to adjunct faculty positions, compensation, payroll, and budgeting.

Other Unique Employee Situations

The Texas Engineering Extension Service (TEEX) employs over 600 part time, professional instructors around the country to teach various technical courses. Currently these employees are in wage positions and complete timesheets. These employees reside all over the USA.

The Texas Forest Service (TFS) has many employees that can be involved in federal emergency response efforts or in-state fire-fighting efforts. Employees involved in federal emergency response projects may be entitled to automatic overtime pay and other special compensation benefits. Often these TFS employees are in multiple positions, i.e., a budgeted position and also a wage position for the emergency response work.

The Texas AgriLife Extension Service has employees in nearly every county in the state of Texas. Often these employees are jointly compensated by the local county. The current TAMUS payroll system includes the local county compensation for purposes of the employee’s overall insurance benefits package, but does not actually pay the employee the county’s portion.

Texas A&M Research Foundation

The Texas A&M University Research Foundation (TAMRF) is an independent non-profit organization that administers some state and federal grants for the TAMUS. TAMUS employees working on these grants are compensated by their employing A&M System Member yet payroll allocation must be assigned to the TAMRF. Currently payroll is paid and posted on the “home” A&M System Member accounts, and the payroll expense is posted again on the TAMRF financial system.

TAMUS will evaluate and review this process as part of the Workday implementation.

<u>Timesheets and Time Tracking</u>

Most of the hourly paid employees of the System use TimeTraq, an internally developed, web-based application, to complete biweekly timesheets. This application integrates directly with the existing payroll system and is expected to be replaced by the Workday implementation.

Additionally, some System Members use TimeTraq for FLSA non-exempt staff who are paid on a monthly basis. In these instances, these employees use TimeTraq for time collection only, and overtime payments and comp-time must be handled separately and manually.

A few departments at the TAMU flagship campus in College Station use other time sheet applications, including Kronos and other niche solutions. Continued use of Kronos may be permitted for these departments, but it is the intent of TAMUS to consolidate timesheet systems.

Most of the salaried, monthly payroll is completed using an internally-developed, web-based application, called Monthly Payroll, to edit, correct, approve and submit through workflow the monthly payroll from departments to the System Member’s payroll processing office.

<u>Payroll / Labor Distribution</u>

Accurate and flexible allocation of payroll to the appropriate financial system accounts (a.k.a., cost centers), especially contract or grant accounts, remains a major concern and question for the System.

Most TAMUS members allocate payroll to financial system cost centers at the job/position level within the current payroll system. This, however, can be burdensome, as some employees change their payroll distribution amounts once a month or more. Additionally, four A&M System Members (HSC, TTI, and TEEX, and TAMRF) use a payroll distribution module independent of the current payroll system. These distribution systems allow employees to complete monthly payroll allocation sheets late in the month and allocate time to a large number of cost centers.

Additionally, the timesheet system, TimeTraq, allows employees to drive payroll allocations based on projects entered on timesheets. Several TAMUS Members take advantage of this functionality.

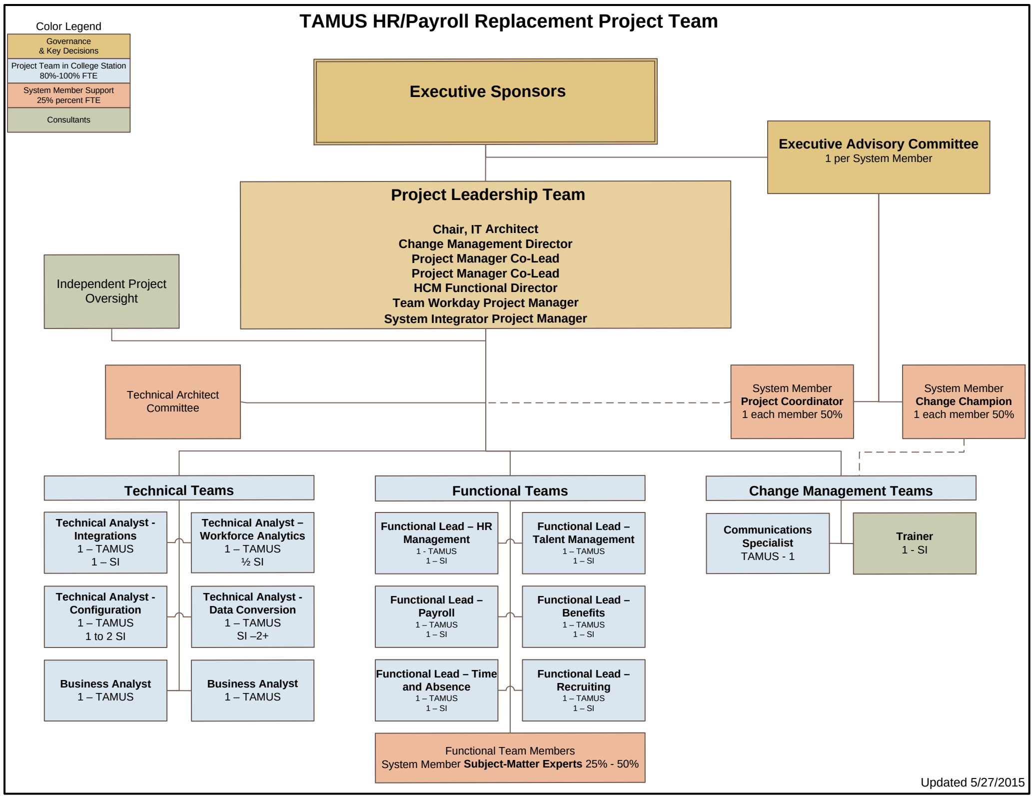
These and other concerns were detailed in the original TAMUS RFP for software. However, it is unclear from the Workday response and our understanding of the Workday software if it can accommodate all of the TAMUS Member needs. Architecture of a solution for these requirements will be a part of the Successful Respondent’s scope of work.

See the Exhibit B for more detailed information on Payroll/Labor Distribution.

1.5 Project Governance and Anticipated Project Organization

The following chart provides a high-level governance and anticipated organizational structure for the HCM Project. Respondents should include any recommended adjustments to the anticipated structure in Section 4.9.1.

The System will follow standard project management methodologies to secure executive sponsorship, concept and business process approval, and to ensure effective planning of activities and utilization of resources.



The Executive Sponsors will be responsible for executive communications on project related matters, providing executive input to the Project Leadership Team, and setting the high-level strategy for the project.

The Executive Advisory Committee will be responsible for executive communications on project-related matters, providing input to the Project Leadership Team, disseminating project information within their organizations, and advocating for the implementation of approved standardized business processes and data across all System Members.

The Project Leadership Team will be responsible for providing direction to the Project Management Organization (PMO) and serve as the project liaison to the Executive Sponsors and Executive Advisory Committee.

The PMO – comprised of the Project Manager Co-Leads - will be responsible for making recommendations to the Project Leadership Team after reviewing all standardization and/or configuration of the HCM system as provided by the Functional Teams. The PMO will also review and provide resolution to project issues submitted by the Functional Teams and, if needed, will submit project issues to the Project Leadership Team. The PMO ensures compliance with HCM project goals, objectives, project management guidelines, project standards, project scope, quality management, project budget, reporting and documentation. It ensures System project staff and Successful Respondent resources are leveraged effectively across the project, and reviews and recommends approval of project deliverables. Finally, the PMO is responsible for managing the project work plan, monitoring activities of the HCM project team, timelines, and risks. They also have overall responsibility for reporting on the status of project activities, milestones, and deliverables.

The Technical and Functional teams are comprised of subject matter experts that will be responsible for the development, standardization and/or configuration, and testing of business processes. The Change Management team will oversee the organizational change management, communication and training needs of end-users. These teams will submit unresolved project issues to the PMO, as needed.

1.6 Participating System Members

All System Members will participate in the HCM project. A list of the members is included in **Exhibit A**.

1.7 Priorities/Expectations

RESPONDENTS should note the following priorities/expectations with regard to the possibility of TAMUS establishing a contractual relationship with any RESPONDENT:

(a) *Ensuring a Quality Level of Service*. This priority encompasses the quality of the level of service that can be provided to all TAMUS customers in a timely, cost effective manner. TAMUS is seeking a RESPONDENT that will ensure the provision of such quality in its delivery of service through proven training techniques and established metrics.

(b) *Level of Experience and Expertise*. RESPONDENT must demonstrate its capabilities in providing the utmost level of experience and expertise to ensure a successful solution as determined by TAMUS.

(c) *Delivery Efficiency as it Relates to Total Costs*. RESPONDENT must demonstrate its ability to deliver the required system in a cost-effective and timely manner while not sacrificing the quality required by a Tier I research System.

(d) *Financial Stability*. RESPONDENT must demonstrate its financial stability and capabilities in providing the required system.

1.8 Key Project Assumptions

The following key project assumptions should be taken into consideration when responding to this RFP:

- The HCM project is a high priority of the TAMUS with corresponding commitment and support by all levels of management to include timely consensus and deadline-based decisions.
- TAMUS Members are committed to changing business processes and requirements, and will use Workday's delivered Optimized Business Processes as the starting point for the business process workshop activities.
- Strong project governance standards are applied equitably and fairly in a manner that ensures the opportunity for input by all TAMUS Members.
- TAMUS will establish a strong project management team with appropriate levels of authority and project status reporting.
- There will be System FTEs and Successful Respondent leads for each major functional, technical and change area identified within the project organization.
- TAMUS Members will commit sufficiently skilled System staff resources to the Project as reflected in an agreed upon work plan and staffing plan.
- TAMUS Members can reach agreement on critical decisions such as business process

configuration and whether gaps in functionality can be addressed through other means than software extensions.

- The existing legacy systems at the System-wide level will continue to operate as required throughout the deployment period.
- The Successful Respondent will commit expert resources to meet the Project timeline, post-implementation support, and knowledge transfer.

1.9 Overview of Evaluation Process

TAMUS will base its choice on demonstrated competence, knowledge, and qualifications and on the reasonableness of the proposed fee for the services; and if other considerations are equal, give preference to a RESPONDENT whose principal place of business is in the state or who will manage the contract wholly from an office in the state.

The RESPONDENT selected will be the one who's experience and qualifications, as presented in response to this RFP, establish them, in the opinion of TAMUS, as well qualified and offering the greatest benefits, experience and value to TAMUS. TAMUS may cancel this RFP or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should TAMUS determine in its sole discretion that only one RESPONDENT is fully qualified, or that one RESPONDENT is clearly more highly qualified than the others under consideration, a contract may be negotiated and executed with that RESPONDENT. The contract will be an agreement incorporating by reference all the requirements, terms and conditions of the solicitation and the RESPONDENT's proposal as negotiated.

Submission of proposals indicates RESPONDENT's acceptance of the evaluation techniques and the recognition that subjective judgments must be made by TAMUS during the evaluation process.

Evaluation criteria and their associated weighting are:

Evaluation Criteria*	Weight
Company Qualifications	Pass/Fail
Cost	30%
Respondent's Proposed Plan for Providing Services	30%
Qualifications and Experience of Respondent's Proposed Personnel	40%
Total	100%

All proposals must be complete and convey all of the information requested to be considered responsive. If a proposal fails to conform to the essential requirements of the RFP, TAMUS alone will determine whether the variance is significant enough to consider the proposal susceptible to being made acceptable, and therefore a candidate for further consideration, or not susceptible and therefore not considered for award.

TAMUS reserves the right to accept or reject any or all offers, to waive informalities and technicalities, to accept the offer considered most advantageous, and/or to make the award to the most responsive RESPONDENT.

*TAMUS may consider other factors when scoring proposals. These criteria will be used in the identification of the vendors that will be invited to participate in onsite presentations. Separate ranking process will be used for other solicitation activities such as demonstrations and potential Best and Final Proposal (BAFO) process.

Key components of the review process will include:

- Administrative Review

  TAMUS purchasing officer will review timely received proposals to determine if mandatory requirements are met and to verify that the proposals meet administrative and content requirements. Compliant proposals will be approved for subsequent evaluation steps.

- Initial Ranking

  TAMUS Evaluation Team will review and rank compliant proposals from best to least qualified. The Evaluation Team will use detailed evaluation and weighting guidelines to carefully review and assign a score to each Proposal. Upon completion of the evaluation and scoring, the next step of this evaluation will be performed.

- Reference Checks, Clarification, and Onsite Presentation

  TAMUS will perform reference checks and seek further information, as needed from all Respondents whose proposals the System, at its discretion, considers viable, based on the initial evaluation and scoring. The Proposer's response to this requirement officially authorizes the A&M System to contact these organizations to discuss the services and other considerations which the Proposer has provided to such organizations and authorizes the organizations to provide such information to the A&M System and Proposer shall and hereby does release and hold harmless the A&M System, the state of Texas, and the organization of any and all liability whatsoever, in connection with providing and receiving all such information.

  Respondents may be asked to discuss their proposals or to provide written clarification. All Respondents selected for further consideration will be asked to participate in onsite presentations. All key staff will be expected to participate in the onsite presentation. TAMUS will provide an agenda, location, instructions, and scripts when invitations are issued.

- Best and Final Offers (BAFO)

  TAMUS may issue a written Request for Best and Final Offer (BAFO) to one or more Respondents. The request will include a specified date and time for receipt of BAFO responses, as indicated in Section 1.10, Calendar of Events. The request will include general instructions to and questions applicable to all BAFO participants, as well as a list of issues, concerns and/or requests for additional clarification including, but not limited to service capabilities, cost, contractual gaps, and other Respondent-specific issues unique to each BAFO participant.

  The objectives of the Request for BAFO include obtaining:

  - The best price for requested services;
  - Changes to proposals to better align them with TAMUS service requirements;
  - Clarifications where initial proposals were deemed ambiguous or confusing by

the evaluation team;

- Changes to the proposed approach or timing to the extent deemed necessary by TAMUS; and
- Changes to or more information about proposed project personnel.

- Final Evaluation

  TAMUS intends to make the contract award to the Respondent whose proposal best meets the evaluation criteria and reflects the best value to the System. In determining best value, the Evaluation Team will be instructed to consider all information contained in the initial proposals, BAFO responses, reference checks, onsite presentations, and any other information obtained during this procurement process.

1.10 Single Point of Contact

All questions concerning this RFP are to be directed, in writing, to Jeff Zimmermann, Director of Procurement, at jzimmermann@tamus.edu. Respondent may not contact other individuals at TAMUS to discuss any aspect of this RFP, unless expressly authorized by the TAMUS Procurement Office to do so. Questions regarding the RFP, including questions for more data or information beyond that included in this RFP and attachments, should be presented in writing. **Deadline for submission of questions is July 13, 2015.** TAMUS will publish all questions with responses according to the schedule in Section 1.10.

1.11 Calendar of Events

The following Calendar of Events represents the System's best estimate of the anticipated schedule that will be followed. Unless otherwise specified, the time of day for the following events will be between 8:00 a.m. and 5:00 p.m., Central Time Zone. TAMUS reserves the right, at its sole discretion, to adjust this schedule, as it deems necessary. The TAMUS will communicate any substantive adjustment to the RFP Calendar of Events on the State of Texas Electronic State Business Daily (ESBD) web site: http://esbd.cpa.state.tx.us/ .

CALENDAR OF EVENTS		
EVENT		**DATE**
1.	TAMUS Issues RFP	June 19, 2015
2.	**Respondent Pre-Proposal Conference**	**June 26, 2015** **1:00 PM Central Time Zone**
3.	TAMUS Releases Addendum 1	July 2, 2015
4.	TAMUS Releases Addendum 2	July 13, 2015

5.	Deadline for Submitting Written Inquiries	July 13 2015 5:00 PM Central Time Zone
6.	TAMUS Releases Final Addendum	July 16, 2015
7.	**Proposal Submission Deadline (Closing Date)**	**July 23, 2015** **2:00 PM Central Time Zone**
8.	Onsite Presentations by Vendor Finalists	August 14 – August 27, 2015
9.	Tentative Project Start Date	October 1, 2015

1.12 Respondent Inquiries

TAMUS will consider written Respondent inquiries regarding the RFP. To be considered, written inquiries and requests for clarification of the content of this RFP must be sent by email to the System's contact identified in Section 1.9, Single Point of Contact. Official responses to each of the questions submitted will be issued in writing by addendum and posted on the State of Texas Electronic State Business Daily (ESBD) web site: http://esbd.cpa.state.tx.us/sagencybid.cfm?startrow=1&endrow=25&ag_num=710&orderby=Agency by the deadline indicated in Section 1.11, Calendar of Events. All such addenda issued by TAMUS prior to the time that proposals are received shall be considered part of the RFP, and the RESPONDENT shall consider and acknowledge receipt of such in their proposal in the Execution of Offer. Only those TAMUS replied to inquiries which are made by formal written addenda shall be binding. Oral and other interpretations or clarification will be without legal effect.

Unauthorized contact regarding this RFP with employees or officials of the TAMUS other than the Single Point of Contact identified in Section 1.10 may result in disqualification from this procurement process.

1.13 Respondent Pre-Proposal Conference

A Respondent Pre-Proposal Conference will be held on June 26, 2015, 1pm – 3pm. The Pre-Proposal Conference is not mandatory, but prospective Respondents are strongly encouraged to attend. The TAMUS intends to present general information, which may be helpful in the preparation of responses and to offer Respondents the opportunity to ask questions concerning this RFP.

The Pre-Proposal Conference will be held at:

Moore-Connally Building

301 Tarrow Street, Room 122

While questions will be entertained, the response to any question at the Pre-Proposal Conference shall be considered tentative and non-binding with regard to this RFP. The official answers or position of the TAMUS will be stated in writing in response to all written questions and questions asked at the Pre-Proposal Conference.

Notice should be given of any person with a disability requiring reasonable accommodations for the Pre-Proposal Conference.

1.14 Mandatory Qualifications

The System is seeking a Respondent that will be responsible for providing all requested services required for a successful implementation and post-implementation support as specified in the RFP. The Respondent may team with multiple firms in its proposal but there can be only one primary contractor – the Respondent – that will execute the Contract expected to result from this RFP and will coordinate, integrate, and be accountable for all services proposed. This excludes an arrangement between Respondents of joint venturing or joint response to this RFP as such arrangements will not be allowed.

TAMUS has established mandatory qualifications that must be met by all Respondents and their proposals submitted for evaluation. In order to submit a proposal:

- The Respondent must be a certified services partner for Workday. Responses from non-certified implementation and integration services providers will not be considered for award;
- The Respondent must have three years of Workday implementation experience; and
- The respondent must have implemented an HCM system at a higher education institution or a member/component of a higher education university system.

Please refer to RFP Section 4.5, Compliance with Mandatory Qualifications, for instructions concerning substantiating these requirements. This qualification is mandatory, and proposals that fail to meet this requirement will be eliminated from further consideration.

1.15 Preferred Qualification

It is preferable that the Respondent have experience working with a large, research Higher Education institution(s).

1.16 Glossary of Terms and Acronyms

Term or Acronym	Definition
Account	A generic term to describe a unique and distinct cost center in the TAMUS financial system. These "accounts" have an operating budget and are managed by an individual to achieve certain business objectives.
AL-EXT	Texas A&M Agrilife Extension Service
AL-RSRCH	Texas A&M Agrilife Research
BAFO	Best and Final Offer
BPP	TAMUS legacy payroll system
CIO	Chief Information Officer
Cost Proposal	Refers to the cost component of the Respondent's Proposal in response to this RFP
CDT	Central Time Zone
Departmental HR	Staff whose main duties are not HR related but who perform

Term or Acronym	Definition
Processor	HR functions for their department. Usually an Administrative Assistant for the department.
DED	Data Element Dictionary
EAI	Enterprise Application Integration
ERD	Entity-Relationship Diagrams
ESBD	State of Texas Electronic State Business Daily (ESBD) web site
FTE	Full Time Employees or Full Time Equivalents
HSC	Texas A&M Health Science Center
Human Capital Management (HCM)	Refers to human resources/payroll modules of Workday's software suite
IT	Information Technology
PMO	HCM Project Management Office
Project	Refers to the HCM Project that is the focus of this RFP
Prototype	Limited use of the software to validate that the software will meet the component's business requirements and expectations at a high-level prior to completing the detailed configuration of the software.
PVAMU	Prairie View A&M University
Respondent	Designation for firms that submit a proposal in response to this RFP
RFP	Request for Proposal
SaaS	Software as a Service (SaaS) is a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet.
SDM	System Development Methodology
SME	Subject Matter Expert
SO	System Administrative & General Offices
SOW	Statement of Work
Successful Respondent	Designation for firm to whom contract is awarded as a result of this RFP
TAMIU	Texas A&M International University
TAMU	Texas A&M University
TAMUC	Texas A&M University - Commerce
TAMUCC	Texas A&M University - Corpus Christi

Term or Acronym	Definition
TAMUCT	Texas A&M University - Central TX
TAMUG	Texas A&M University At Galveston
TAMUK	Texas A&M University - Kingsville
TAMUSA	Texas A&M University - San Antonio
TAMUT	Texas A&M University - Texarkana
TARLETON	Tarleton State University
Technical Proposal	Refers to the technical (non-cost) component of the Respondent’s Proposal in response to this RFP
TEEX	Texas A&M Engineering Extension Service
TEES	Texas A&M Engineering Experiment Station
TFS	Texas A&M Forest Service
TTI	Texas A&M Transportation Institute
TVMDL	Texas A&M Veterinary Medical Diagnostic
Workday	SaaS Software Provider for Human Capital Management modules
WTAMU	West Texas A&M University

2 SCOPE OF WORK

2.1 Project Stages and Scope

TAMUS expects the project to be comprised of two stages: Planning and Implementation.

Activities for the first stage will be planning, detailed gap analysis, and scope definition. While the broad scope of the project is fairly well known and described in the rest of this document, TAMUS still faces several unknowns and accompanying critical decisions. Some of the critical unknowns are:

- Time Tracking: Will Workday handle all project timesheet requirements? Will TAMUS expand or eliminate its Kronos implementations?
- Budget preparation: What will TAMUS use for new fiscal year position/budget development and funding planning?
- Labor distribution: What will be the TAMUS comprehensive approach to payroll expense (labor) distribution?
- Time and Effort Certification: Will TAMUS use the Workday solution or integrate the existing TAMUS application to Workday?
- People Admin: Will migration be done at the initial launch for all 15 instances?
- Talent and Performance: Will they be part of the initial launch?
- Integrations: What is the exact plan for the integration with the existing TAMUS financial system?

We expect the planning stage to take 4 – 12 weeks. Deliverables from that stage will include an updated scope, timeline and staffing plan for the implementation stage.

The Implementation stage will follow standard Workday implementation methodology. We expect this to be an iterative process using the Workday phases: Plan, Architect, Configure, Prototype, Test, and Deploy.

TAMUS requests the vendor make and disclose reasonable assumptions regarding the overall scope of the project, and present an overall plan and cost model for the entire project.

TAMUS recognizes the risk this places on the Successful Respondent. TAMUS is willing to:

- Negotiate scope assumptions during contract negotiations with the Successful Respondent;
- Create two statements of work for the overall agreement;
- Allow the vendor and TAMUS to review and revise the statement of work for the second stage at the completion of the planning (first) stage of the project.

Software Functional Scope

The Successful Respondent will be responsible for implementing the following Workday functionality:

- Human Capital Management
- Compensation Administration
- Absence Management
- Benefits Administration
- Payroll Administration
- Talent Management
- Recruiting/Applicant Tracking
- Time Tracking

Prior to services being initiated by the Successful Respondent, TAMUS will obtain the appropriate licensing necessary for the Workday Human Capital Management software modules on behalf of the System Members.

2.2 Anticipated Project Timeline

TAMUS expects to initiate the HCM project in October 2015, with an 18 to 24 month implementation of all System Members.

Each Respondent should develop a schedule and timeline (Section 4.7.1) matching its project plan and detailed staffing based on the Respondent's experience with the solution being proposed to provide the System with the best balance of cost and risk.

2.3 Requested Services and Responsibilities

TAMUS requires that the Successful Respondent provide a complete and comprehensive set of services that are required to ensure project success within the planned timeline and budget as detailed in the contractual agreement between TAMUS and the Successful Respondent. Following is a high-level list of the implementation services that are required; however, additional services may be required to ensure implementation success in accordance with the Successful Respondent's methodology. TAMUS prefers to use the Workday iterative approach to business process design, so the services have been grouped in accordance with the phasing utilized by the Workday methodology.

Plan Phase

- Project Management
- Project Team Training
- Other Planning and Preparation

Architect Phase

- Business Process Design

Configure and Prototype Phase

- Software Configuration
- Integration and Interfaces
- Data Conversion
- Reports, Queries, and Forms
- Work-around Development
- Security Configuration

Test Phase

- Testing

Deploy Phase

- Technical Team Training and Knowledge Transfer
- Organizational Change Management and End User Training
- Documentation
- Knowledge and Skills Transfer Process
- Implementation/Deployment (roll-out) Support
- Post-implementation Maintenance and Support

The remainder of this section of the RFP provides a detailed description of the services to be included in any proposal. These services shall be addressed in the Statement of Work included in the contractual agreement between TAMUS and the Successful Respondent.

Each section includes a listing of minimum expected deliverables applicable to that section, along with a responsibility matrix indicating the System's expectation as to whether the Respondent or the System has a lead or assist role for a specified project activity. For the purposes of this RFP, the terms "Lead" and "Assist" as applied to these responsibility matrices are defined as follows:

Lead – in reference to roles and responsibilities, means that the assigned team has primary responsibility for managing, guiding, and performing the activity, and completing any deliverable items; and

Assist – in reference to roles and responsibilities, means the assigned team will actively help the lead team successfully complete the activity.

Detailed proposal submission requirements for implementation services are defined in Section 4, Technical Proposal Format and Content.

2.3.1 Plan Phase

2.3.1.1 Project Management

Methodology

The Successful Respondent shall provide, and use for the entire project, a project management methodology as part of its implementation methodology. The project management methodology shall have a foundation in established methodologies and standards found in Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) and IT Infrastructure Library (ITIL). The methodology should also comply with the Texas Project Delivery Framework (TPDF); see the link below for a detailed description of the TPDF:

http://www.dir.state.tx.us/management/projectdelivery/projectframework/Pages/Framework.aspx

Project Manager

The Successful Respondent is expected to provide a full-time, experienced Project Manager who is accountable for all services and deliverables provided under the Contract resulting from this RFP, and who should work to ensure the on-time delivery and successful deployment. This individual is expected to be on-site full-time and should function as the System's primary point of contact with the Successful Respondent. The Successful Respondent's Project Manager is expected to respond to day-to-day problems, manage issues, provide status reports, participate in weekly status meetings, and manage personnel resources. It is preferred that the Project Manager be certified by the Project Management Institute as a Project Management Professional (PMP).

Project Charter

The Successful Respondent shall provide a Project Charter that includes, at a minimum, the following elements:

- Project Scope - The project description, its deliverables and what business needs, problems or opportunities the project addresses;
- Roles and Responsibilities – The identification of and contact information for the Successful Respondent's Project Manager, System Project Manager and Key Personnel members. This section should identify which roles have the authority to interface, delegate and communicate as required for successful and timely completion of the project. It should also identify which roles have the responsibility for meeting the project plan objectives, monitoring the schedule, cost and scope of the project; and
- Project Summary - A high-level series of key deliverables and/or milestones to be used as the performance measures and gates in accordance with the proposed implementation methodology.

Project Work Plan

A comprehensive work plan shall be submitted within forty-five (45) days of project start. The work plan shall be accessible via Microsoft Project 2013®. The work plan should be jointly developed and include tasks to be performed by the System and Successful Respondent personnel. The following standards apply to the work plan:

- Project management activities should be documented in the work plan;
- The work plan should outline a plan for the entire project;
- The work plan should include tasks, schedules, dependencies, critical paths, and responsible parties (both Respondent and System staff) assigned to each task;
- The work plan should include all deliverables that support the Proposed Methodology and Approach;
- Estimated work effort, duration, start and end dates should be shown for each task;
- Appropriate milestones should be identified in the work plan to gauge the project's progress toward meeting desired target completion dates; and
- Any assumptions made in developing the work plan should be included in this section.

The Successful Respondent should also provide a Staffing Plan that addresses each of the Successful Respondent's project staff as well as the necessary project staff to be provided by TAMUS. The Staffing Plan should show the plan of usage (days per month) on a monthly basis for each resource over the period of the project. The Staffing Plan should be included in Microsoft Excel® format (do not submit in PDF format only). Costs must be reflected in the Cost Schedules only. **It is expected that the Staffing Plan will include named resources for key project roles** and an indication of what percent time they would be onsite in College Station and if any proposed resources will be working outside the United States.

Throughout the project, the Successful Respondent's Project Manager shall monitor project activities, update the project plan, develop further detail as appropriate, and work closely with the System Project Manager. At the end of each month, the Successful Respondent's Project Manager shall submit an updated project plan that is resource balanced and loaded for the remaining months' activities.

Project Time Reporting

The Respondent should describe its approach for providing automated project time reporting that integrates with Microsoft Project 2013® to support the Project Plan and other required reporting.

By the 15th of each month, the Successful Respondent shall report in MS Excel or other System approved format, actual hours worked during the previous month for each Successful Respondent team member. Hours worked shall be exclusive of travel time. The System does not pay for travel time other than actual time spent while working on project deliverables. The Successful Respondent must maintain records to support any hours reported for work performed during travel time.

Status Reporting

The Successful Respondent shall provide timely and factual project status reporting. The Successful Respondent shall provide weekly status reports to reflect the major activities for the reporting period. The weekly status report shall serve as the agenda for weekly status meetings. Topics to be covered shall include, but not be limited to, the following:

- A listing of significant departures from the Project Work Plan with explanations of causes and effects on other areas, and remedies to achieve realignment;
- Changes to project objectives, scope, schedule, or budget;
- A listing of tasks completed since the last report;

- Tasks that were delayed and reasons for delay, with revised completion dates and remediation steps;
- Updates for previously delayed tasks;
- Planned activities for the next scheduled period;
- Summary of major concerns, risks, and issues encountered, proposed resolutions and actual resolutions;
- Identification and discussion of any security issues (if applicable); and
- Any other topics that require attention from the System PMO and/or Sponsors.

Issue Resolution

The Successful Respondent shall provide and use a proven methodology and software tool for issue identification, tracking, and resolution that shall be accessible to System Project Team members. The issues tracking process shall integrate into configuration management, software change control, testing processes, and the overall project management methodology. Topics that shall be included are:

- Issue identification;
- Issue tracking, reporting, and trending;
- Issue review, prioritization, and assignment;
- Issue analysis;
- Issue resolution;
- Issue escalation;
- Issue follow-up (for resolutions with lead time); and
- Impact to the overall project schedule and budget.

After award, the System and the Successful Respondent should agree on a protocol for collaboratively resolving implementation issues. This protocol is expected to address the topics above, responsible parties, and specific steps to be taken on issues or disputes arising during the implementation process.

Risk Management Plan and Procedures

The Successful Respondent shall provide a Risk Management Plan and Procedures to identify, assess, and communicate potential risks to the project, as well as, to proactively identify and manage actions to avoid, transfer, mitigate, and/or manage those risks.

Communication and Cooperation

The Successful Respondent shall communicate and cooperate with all parties involved in the Workday HCM Project. The Successful Respondent's staff shall have excellent communication skills and conduct themselves professionally and courteously in all instances.

The Successful Respondent shall maintain active communication to ensure project success. Communications between parties shall be performed through, but are not limited to:

- Regularly scheduled and ad hoc on-site meetings;
- Voice and web conferencing system;

- Email;
- Weekly written status reports provided to the System by the Successful Respondent;
- Required Project Plans; and
- Other reports as required.

Project Controls, Standards, and Procedures

The Successful Respondent shall provide project controls, standards, and procedures for all project tasks. These items are required to be submitted for review and approval by the System's project leadership before the implementation. These requirements include, but are not limited to:

- Managing Project Documentation – Includes templates used (e.g., configuration setting and procedures, functional and technical design specifications, test case scenarios, change request procedures, etc.), organization of project directories, naming conventions, and version control procedures;
- Meeting Procedures – Includes techniques and technology solutions to ensure that meetings are efficient, productive and discussions, decisions, and action items are adequately documented;
- Development Standards – Includes standards and procedures for design specifications, review and approval processes, unit testing, and other controls to ensure quality and consistency, and processes to verify and validate that any work products requiring code are developed and implemented according to all requirements and other agreed upon standards;
- Scope Management – Includes scope control processes to ensure that work is not performed on out-of-scope features, functions, or tasks unless the System grants advanced written authorization. This includes processes to provide a competent assessment of the impact of potential scope changes to assist with the System's decision-making processes;
- Communications Management - Includes project communication plan and the types, frequency, sensitivity classification, and target audience for each communication;
- Deliverable Outlines – Includes Deliverable Expectation Documents (DED) that identify the content (i.e. outline), the acceptance criteria for the deliverable as required by the System, the review complexity, and the System approvers for each deliverable; and
- Deliverable Reviews - Includes the process and time periods whereby the System determines the readiness of a deliverable for formal submission, provides feedback on deficiencies, and conducts subsequent reviews.

Information Security Risk Management Plan

The HCM Project involves the replacing and interfacing of systems that maintain confidential, sensitive, and public data. Employees and representatives from the Successful Respondent's firm will likely have access to these systems and data to support various activities throughout the life cycle of the project. To ensure that necessary and appropriate risk mitigation steps are taken from the beginning of the project through its completion, the Successful Respondent shall develop, maintain, and assess compliance with an Information Security Risk Management Plan (ISRMP) that shall establish how the project will protect the data assets of the System in the course of delivering services of the contract. The elements of the plan shall include, but are not limited to, the following:

- Classification of systems in scope (for either replacement or interface) in terms of the degree of sensitivity of the data resident in those systems;
- Development of control procedures to safeguard data (including where appropriate the masking or scrambling of confidential data where data are converted or interfaced);
- Development of procedures for incident management;
- Incorporation of System data security procedures;
- Definition of the responsibilities of the project team members, System stakeholders to ensure the data are managed properly in accordance with the plan, policies, and procedures;
- Definition of approach to monitor, audit, control, and report on compliance with the plan; and
- Communication and escalation procedures used to notify appropriate System personnel of a security-related breach.

Deliverables:

- Project Charter
- Project Work Plan
- Time Reporting Plan
- Status Reporting Plan
- Status Reports
- Issues Management Plan
- Risk Management Plan
- Communications Plan
- Project Control, Standards, and Procedures
- Information Security Risk Management Plan

Table 1: Project Management Responsibility Matrix

Activities	Respondent	System
Develop Project Charter	Lead	Assist
Approve Project Charter	Assist	Lead
Report to Project Governance	Assist	Lead
Develop Weekly Status Report	Lead	Assist
Develop Project Work Plan	Lead	Assist

Activities	Respondent	System
Manage Project Work Plan and Associated Reporting	Lead	Assist
Conduct Project Team Meetings	Lead	Assist
Develop Issues Management Plan	Lead	Assist
Manage Issues	Lead	Assist
Develop Risk Management Plan	Lead	Assist
Manage Risks	Lead	Assist
Develop Project Time Reporting Plan	Lead	Assist
Manage Project Time Reporting	Lead	Assist
Develop Information Security Risk Management Plan	Lead	Assist
Manage Compliance with Information Security Risk Management Plan	Lead	Assist
Consultant Team Resource Management	Lead	Assist
System Team Resource Management	Assist	Lead
Develop Project Control, Standards, and Procedures	Lead	Assist
Manage Project Control, Standards, and Procedures	Lead	Assist

2.3.1.2 Project Team Training

Workday (selected under a separate procurement) shall provide software training to the project team.

2.3.1.3 Additional Project Preparation and Planning

- Conversion Strategy (detail included in Section 2.3.3.3)
- Training Strategy (detail included in Sections 2.3.5.1 and 2.3.5.4)

2.3.2 Architect Phase

2.3.2.1 Business Process Design

The Successful Respondent shall lead work group sessions and provide tools and other services as required to complete the Business Process Design. At a minimum, the Successful Respondent's approach to business process design should address the following:

- Multiple workshops by business process area;
- Use of the Workday software in the facilitation of the workshops;
- Identification of change impacts in terms of process, policy, and skill sets;
- Discovery, analysis and design for integrations and conversions;
- Inclusion of key System subject matter experts (SMEs) beyond the Project Team members;

- Architecting of business processes and roles;
- Architecting of reports to support business processes and identification of any needed custom reports; and
- Identification of software gaps.

Deliverables:

- Business process and roles design
- Integration requirements for configured and custom interfaces
- Reports Inventory (more detail in Section 2.3.3.4)
- Software gaps inventory

Table 2: Business Process Design Responsibility Matrix

Activities	Respondent	System
Provide subject matter expertise on business process requirements	-	Lead
Coordinate System participation in workshops	-	Lead
Conduct business process design workshops	Lead	Assist
Develop Business Process and Roles Design documents	Lead	Assist
Develop Change Impact Assessment document	Lead	Assist
Develop Integration & Requirements and Design Document	Lead	Assist
Develop Software Gaps Inventory	Lead	Assist

2.3.3 Configure and Prototype Phase

2.3.3.1 Software Configuration

The Successful Respondent shall lead the configuration of all application software. The Successful Respondent shall use the highest applicable industry standards for sound and secure software configuration practices. The "highest applicable industry standards" shall be defined as the degree of care, skill, efficiency, and diligence that a prudent person possessing technical expertise in the subject area, and acting in a like capacity, would exercise in similar circumstances.

The Respondent should then describe its approach and methodology to be used to configure the Workday software in accordance with the new business process design. This section is expected to also describe:

- Tools and procedures available to aid in the software configuration process;
- Documentation provided to support the software configuration;
- Process for validating configuration; and
- Process used to ensure effective knowledge transfer to System staff.

Deliverables:

- Configuration Management Plan
- Project Team Training on Configuration Tools and Process
- Configured Application Software
- Updated Documentation to Support Configuration

Table 3: Software Configuration Responsibility Matrix

Activities	Respondent	System
Develop Configuration Management Plan	Lead	Assist
Conduct Project Team Training on Configuration Tools and Process	Lead	Assist
Conduct Prototyping Sessions	Lead	Assist
Coordinate System Participation in Prototyping Sessions	-	Lead
Configure Applications	Lead	Assist
Review and Approve Configuration	Assist	Lead
Verify Expected System Functionality	Assist	Lead
Update software application documentation with configuration	Lead	Assist

2.3.3.2 Integration and Interfaces

For the purposes of this Scope of Services, integration is defined in broad terms as two (2) systems sharing data regardless of the batch or real-time nature of the data exchange. Integration means sharing of data and a business process or workflow and, where possible, allowing for more near real-time processing of data or the elimination of duplicate data residing on two (2) systems.

The Successful Respondent shall deliver the inbound and outbound interfaces for the System to process transactions to/from the TAMUS systems identified in **Exhibit C** - Current Interfaces.

The Successful Respondent shall deliver an Integration Strategy and Interface Plan document that shall include but is not limited to:

- Validation and assessment to confirm the inclusion of interface candidates identified in **Exhibit C** - Current Interfaces;
- Identification of secure data transfer needs for third parties;
- Identification of responsibilities and System personnel assigned as contact for the interface; and
- Graphical representation of the interface environment.

The Successful Respondent shall provide, at a minimum, the following services for interfaces and integration:

- Managing all activities related to interfacing data with Workday, including the coordination of interface development efforts;
- Developing a detailed data interface plan document;

- Developing programming specifications;
- Coding of interface programs that transform and load data to Workday in accordance with program specifications;
- Coding of interface programs that extract and transform data from Workday in accordance with program specifications;
- Performing unit testing of the interface programs;
- Developing reports and other means for System personnel to audit the results of interfacing;
- Designing of test scripts for system functionality, integration, and user acceptance testing;
- Facilitating of interface user acceptance testing; and
- Development of monitoring and notification mechanisms tested in development but for use in the production environment that immediately alert specified System personnel when real-time interface issues occur between the Workday and System systems.

The System shall be responsible for subject matter knowledge of existing interfaces and associated data. System subject matter experts are expected to be available to consult with the Successful Respondent during the development of the interface plan and specifications, and to assist with the determination and adoption of acceptable alternatives to interfaces wherever feasible. The System shall be responsible for coding the legacy application side of the interface.

Deliverables:

- Integration Strategy and Interface Plan
- Completed Automated Interfaces, which include alerts for processing issues
- Integration Platform (if applicable) and Interface System Training of System Personnel on Use and Support

Table 4: Interface and Integrations Responsibility Matrix

Activities	Respondent	System
Integration Strategy and Interface Plan Document	Lead	Assist
Analysis and assessment of real-time and batch interface requirements	Lead	Assist
Approval of real-time and batch interfaces for design	-	Lead
Real-time and batch Interface design	Lead	-
Real-time and batch Interface development and unit test: required transformation and load processes to Workday, and extracts from Workday	Lead	Assist
Real-time and batch Interface development and unit test: Extracts from legacy and external systems and load processes to legacy and external systems	Assist	Lead
Conduct Integration/System testing	Lead	Assist
Interface User Acceptance Testing	Assist	Lead

Activities	Respondent	System
Management reporting and deployment tracking of production interfaces	Lead	Assist
Interface Knowledge Transfer Document Development	Lead	Assist
Training of System project team resources on integration platform (if applicable)	Lead	-
Training of System support personnel for major interfaced systems	Assist	Lead

2.3.3.3 Data Conversion

The Successful Respondent shall be responsible for managing all activities related to converting legacy data to Workday. TAMUS is dedicated to minimizing data conversion by utilizing the existing data warehouse to provide historical data. BPP will be the source of the majority of the converted data. Some data will also come from web applications (Leave data) and Guardian (SaaS I-9 system.) The Respondent should include conversions required to support the transactional operations upon implementation.

The Successful Respondent shall develop a detailed Data Conversion Plan document that includes, at a minimum, the following:

- All data to be loaded or entered in the new system;
- Data sources;
- Expected data volumes;
- Determination of conversion method and load process (i.e., manual, automated, or semi-automated method);
- Roles and responsibilities and timing requirements for the conversion effort; and
- Extraction, transformation and load methods to be used.

The Successful Respondent shall provide the following data conversion services:

- Coordinating pre-conversion activities such as verification of data to be converted, archiving, purging, and cleansing of legacy data by System resources;
- Developing programming specifications in accordance with the detailed data conversion plan that includes coding and unit and integration testing for the conversion programs;
- Coding of conversion programs that transform and load data to Workday in accordance with program specifications;
- Building any crosswalk file structures required to assist the System in developing test scenarios and conducting acceptance testing;
- Performing unit and integration testing of the conversion programs developed by the Successful Respondent;
- Developing reports and other means for System personnel to validate converted data;
- Running conversion programs and working with the System to validate the accuracy of results in the production environment following all conversion activities; and

- Maintaining a conversion log to track the accuracy of all conversion efforts.

The System will be responsible for subject matter knowledge of existing applications and associated data. The System expects to perform all data cleansing and manual conversion processes, with the expertise and guidance of the Successful Respondent. Manual conversions are defined as "manual" when the Successful Respondent and the System agree that the volume is too low to justify the cost of developing an automated conversion program.

The System will code and unit test conversion programs that extract data from the legacy applications and output the data using the formats and protocols specified in the programming specifications for use in the transformation and load processes.

The System will also be responsible for verifying the accuracy of the converted/loaded data through participation in all levels of testing.

The Successful Respondent shall execute and participate in at least two (2) complete and successful test runs of the end-to-end conversion process. Test exercises shall consist of the following:

- System resources extracting data from legacy systems;
- Successful Respondent loading data extract files provided by the System, and
- Successful Respondent providing reports/query results so that System staff may validate the accuracy and completeness of the conversion programs and related activities.

Upon completion of the test conversions, the results must be presented to the Steering Committee.

The System will be responsible for developing test scenarios and conducting the acceptance testing of conversion programs with the assistance of the Successful Respondent. The System PMO will define the timing, requirements, and acceptance criteria for the test conversions. In support of conversion 'test runs', System staff responsible for manual entry and correction, data reconciliation and acceptance, technical support, issue resolution and executive level go/no-go decision-making should be available to role play their tasks in real-time.

Deliverables:

- Completed Data Conversion Plan
- Completed Conversion Programs and Crosswalks
- Successful Completion of end-to-end Conversion Test Runs
- Successfully Converted Data into Production Environment

Table 5: Data Conversion Responsibility Matrix

Activities	Respondent	System
Manage Conversion Activities	Lead	Assist
Create a Data Conversion Plan for migrating data between legacy systems and Workday	Lead	Assist
Design and document Data Mappings	Lead	Assist
Extract data from legacy systems	Assist	Lead
Provide Subject Matter Expertise for legacy system data	Assist	Lead

Activities	Respondent	System
Transform and import extracted data into Workday; create crosswalk structures how does this relate to above; transform?	Lead	Assist
Perform Data Cleansing	Assist	Lead
Provide guidance to the System on performing required data clean-up efforts identified through the mock data conversion process	Lead	Assist
Execute test run conversions and production conversion automated processes	Lead	Assist
Present test conversion results to Project Governance	Assist	Lead
Validate quality and accuracy of converted data for mock conversions and production conversion	Assist	Lead
Perform manual conversion of data (including non-electronic data) and crosswalks	Assist	Lead

2.3.3.4 Reports, Queries, and Forms

The Successful Respondent shall provide services and tools to accomplish two (2) broad objectives upon go-live:

- Deploy all the necessary reports, queries, and forms in conjunction with the appropriate preparation of end-users to know how to access, execute, and apply the data to their respective functions; and
- Define and train select System personnel on the software tools and methodologies to address future reporting needs of the System.

The Successful Respondent shall provide the following services, at a minimum, to develop the Reports, Queries, and Forms Strategy and Plan:

- Identify reports, queries, and forms required for normal business operations in the respective functional areas; and
- Create a disposition for identified reports when Workday is deployed;
  - Using standard Workday reports, on-line inquiry pages, or other on-line data access methods;
  - Developing custom queries using tools resident to the Workday solution; or
  - Query using the data warehouse solution for reporting.

TAMUS is committed to leveraging the delivered reports, queries and views in Workday; however, it is anticipated that there may be a need for custom reports. The Successful Respondent is also expected to deliver the following additional custom reports as determined by the System, and as defined and agreed to during the Architect Phase:

Table 6: Custom Report Development

Complexity	Definition	Number of Custom Reports
Simple	Less than or equal to 16 hours to complete entire development process, including report design and documentation, development, and testing.	5
Average	Greater than 16 hours but less than or equal to 40 hours to complete entire development process, including report design and documentation, development, and testing.	10
Complex	Greater than 40 hours to complete entire development process, including report design and documentation, development, and testing.	10

In support of the custom reports, queries, and forms deployment, the Successful Respondent shall provide the following services:

- Report, query, and form design, development, and testing; and
- Report, query, and form access and execution training for System end-users.

In support of the establishment of appropriately trained System personnel on the software tools and methodologies to address future reporting needs of the System, the Successful Respondent shall provide the following services:

- Reporting Tools Training Strategy development;
- Curriculum development and training content development;
- Training execution; and
- Knowledge transfer assessment.

Deliverables:

- Reports, Queries, and Forms Strategy and Plan
- Completed Reports, Queries, and Forms
- Report Training Development, Execution, and Successful Preparation
- Trained end-users

Table 7: Reports, Queries, and Forms Responsibility Matrix

Activities	Respondent	System
Managing Reports, Queries and Forms Activities	Lead	Assist
Reports, Queries and Forms Inventory, Disposition, and Prioritization	Assist	Lead
Provide Subject Matter Expertise on Delivered Forms, Reports, and Queries	Assist	Lead

Activities	Respondent	System
Reports, Queries and Forms Design	Lead	Assist
Reports, Queries and Forms Design Review and Approval	Assist	Lead
Reports, Queries and Forms Development and Unit Testing	Lead	Assist
Reports, Queries and Forms System Testing	Lead	Assist
Reports, Queries and Forms User Acceptance Testing Coordination	Lead	Assist
Reports, Queries and Forms User Acceptance Testing Execution	Assist	Lead
System Reporting Personnel Coordination	-	Lead
Reports, Queries and Forms Access and Execution Training for end-users	Lead	Assist
Reports, Queries and Forms Development Training for Report Development Resources	Lead	Assist

2.3.3.5 Work-around Development

The System is committed to adapting to the best practices inherent in the Workday software and to minimizing the need for enhancements or "workarounds" external to the delivered Workday solution. It is anticipated, however, that certain development work products may be necessary to meet high impact gaps identified in the Architect Phase. TAMUS plans to be responsible for work-around development and testing but may desire to leverage Successful Respondent staff to augment utilizing the rate schedule addressed in Section 5.5.

2.3.3.6 Security Configuration

Workday provides application controls to prevent unauthorized use of the system, maintain system process controls, and log all transactions. In addition, Workday provides security to limit availability to application functionality, software screens, data records, data elements, and date element values, where appropriate.

The Successful Respondent shall develop a Security Plan that includes the following:

- Approach to analyzing, establishing, and documenting security functions into the System's security network; and
- Risk management approach to application development and deployment in terms of threat and vulnerability identification, analysis and prioritization, and mitigation techniques.

The Successful Respondent shall provide training to the System Security Team on the security capabilities; controls implemented, and required configuration steps to meet the System's security requirements for the Workday Software.

The Successful Respondent shall work with the System Security Team to design, configure, and test the application security, including establishment of end-user roles and organizational security. The Respondent shall also work with the System's technical team to establish infrastructure security.

The Successful Respondent shall develop a Security Administration Guide based on the Security Plan and the design of the security configuration. This guide will provide the foundation for security administration and the configuration of application security. The Successful Respondent will assist in the implementation of the Security Administration Guide by working with and training the System Security team.

Deliverables:

- Completed Security Plan
- Security Training
- Completed Security Configuration and implementation across all Workday functionality in scope
- Security Administration Guide

Table 8: Security Configuration Responsibility Matrix

Activities	Respondent	System
Conduct Security Training	Lead	Assist
Provide current System Security Policies to include details regarding what data the System considers confidential and sensitive	Assist	Lead
Develop Security Plan, with configuration for resource groups, security roles, user profiles, data level security, infrastructure and sensitive data	Lead	Assist
Review and Approve Security Plan and Security Configuration	Assist	Lead
Create and Test Application Security Configuration	Lead	Assist
Verify Application Security Configuration	Assist	Lead
Create Workday Application Security Templates	Lead	Assist
Update Templates with Users and Security Roles	Assist	Lead
Review Templates Submitted by Departments	Assist	Lead
Upload Security Templates	Lead	Assist
Provide post Roll-out User Security Maintenance	Assist	Lead
Monitor Security Compliance	Assist	Lead

2.3.3.7 Internal Controls Review

The Successful Respondent shall provide services to evaluate the adequacy and sufficiency of Workday-enabled internal controls. These services shall include review of appropriate work products to identify opportunities to improve controls. Key work products that should be reviewed include, but are not limited to:

- Business Process Configuration Documents;

- Testing Results;
- Security Procedures; and
- Role Definitions and Mapping.

Deliverables:

- Internal Control Review Strategy
- Business Process Review Report
- Workflow Design Review Report
- Role Definition and Role Assignment Review Report
- Test Results Review for Internal Controls Report

Table 9: Internal Controls Responsibility Matrix

Activities	Respondent	System
Develop Internal Control Review Strategy	Lead	Assist
Capture Internal Controls in Process Design Sessions	Lead	Assist
Develop Business Process Design Review Report	Lead	Assist
Develop Workflow Designs Review Report	Lead	Assist
Develop Role Definition and Role Assignment Report	Lead	Assist
Conduct Testing Reviews	Lead	Assist
Develop Controls Review Testing Report	Lead	Assist

2.3.4 Test Phase

The Successful Respondent shall provide testing plans, scripts, processes, tools, and test execution services that are necessary and prudent for a system of this magnitude, including, but not limited to:

- Unit Testing – Validates that modular configuration values and individual development objects operate according to approved design specifications;
- System Testing – Validates that dependent business processes and functional requirements within a functional area can be fully executed and produce the pre-defined and expected results for each test script;
- Integration Testing – Validates that dependent business processes across functional areas and Workday components interact seamlessly. Validates that configurations, security, work around development units, data conversion programs, interfaces, reports, and forms work together;
- Performance (load/stress) Testing – Validates the readiness of the application to support the System's transaction and user volumes and will include both interface/batch transactions and on-line/ end-user response times; and
- User Acceptance Testing – Validates the system is functioning as designed, verifies the

conversion process, and confirms that the system is ready to be moved into the production environment.

The Successful Respondent shall provide tools to facilitate the testing process, including those tools used for performance testing. The Successful Respondent shall provide training on the proposed testing tools to all System staff that are expected to use the proposed testing tools.

The Successful Respondent shall deliver a series of Test Plans that cover specific procedures and practices to be followed throughout the project. These plans shall cover all types of testing:

- Unit Test Plan – Included as part of each development item. Acceptance criteria are defined by the functional and technical detailed design documents. Depending upon Successful Respondent's testing approach, this plan may also include unit testing of software module configuration values;
- Systems Test Plan – Includes testing of Workday components being implemented within the functional area including configured, modified, and un-modified system components, reports, forms, on-line and batch job streams, security roles and interfaces. Includes entrance and exit criteria for the system test and documents the basis for System acceptance of the System Test;
- Integration Test Plan – Includes testing of solution components being implemented, including configured, system components, reports, forms, on-line and batch job streams, security roles and interfaces that apply cross functionally. Includes entrance and exit criteria for the integration test and documents the basis for System acceptance of the Integration Test;
- Performance Test Plan – Documents the approach, test protocols and test cases for conducting a performance test to verify the ability of the system to perform for the anticipated transaction volume and number of users. The Performance Test Plan will include entrance and exit criteria for the performance test and document the basis for System acceptance of the Performance Test; and
- User Acceptance Test Plan – Documents the approach, test protocols, test cases, testing environment set-up and refresh scheduling, identified users, and any required training necessary to complete acceptance testing. The Acceptance Test Plan will include entrance and exit criteria for the acceptance test and document the basis for System acceptance of the Application System Test.
- Security Test Plan – Documents the approach for testing or otherwise establishing that security configuration requirements (Section 2.3.3.6) and all of the System's IT Security Policies have been met. Security testing shall be integrated into each phase of testing, as appropriate for that phase of the overall testing effort.

All Test Plans shall include the following:

- Procedures for tracking, reporting, and correcting incidents identified during testing;
- Roles and responsibilities of participants and facilitators;
- Examples of forms, templates, and/or tools used for testing; and
- Approaches to address testing for negative results and provide for regression testing, when necessary, to ensure that incidents are appropriately resolved without creating other unexpected consequences.

The Successful Respondent shall conduct tests in accordance with the approved test plans. All test results must be documented, exceptions analyzed and any software defects corrected. The

Successful Respondent shall provide a comprehensive list of testing scenarios for each module early in the project to assist the System Project Team members with development of additional scenarios to be used in testing. In addition, the Successful Respondent shall lead selected System Project Team members through the test process to facilitate knowledge transfer, so they may review the test process and outcomes and learn about system operations and functionality.

The Successful Respondent shall conduct performance testing for the fully configured and tested software prior to commencing live operations and at a preliminary point in the project sufficiently in advance of go-live but no later than three (3) months prior. Mechanisms utilized to monitor and verify technical performance with respect to user response time metrics must be described and documented in detail. These tasks must be coordinated and performed with the appropriate TAMUS technical staff.

The Successful Respondent shall conduct security testing to ensure security requirements and System policies and standards are met. Security testing shall be performed in accordance with the Security Test Plan.

The System shall have the responsibility for conducting acceptance testing of the entire application. The Successful Respondent shall provide assistance during such testing. This assistance shall include:

- Creating the acceptance testing environments on the production hardware, as appropriate;
- Loading configuration values, converting data, and establishing user security in accordance with the “go-live” deployment plan;
- Submitting off-line jobs;
- Performing backups;
- Restoring databases as required;
- Tracking, resolving & reporting issue status for issues identified during testing;
- Analyzing and explaining outcomes; and
- Answering questions from testers as they arise.

Successful completion of this test will be required before the software can be approved for production use.

Deliverables:

- Completed Test Plans for Unit Testing included with Development Items
- Completed Test Plans for Systems, Integration, Performance, User Acceptance, and Recovery
- Completed Testing Scenarios
- Successfully Completed Tests
- Completed Acceptance Testing Assistance
- Documented procedures for monitoring & capturing user-response time metrics
- Completed Tuning Resulting from Performance Tests

Table 10: Testing Responsibility Matrix

Testing Type	Activities	Respondent	System
Unit Testing	Develop Unit Test Plan	Lead	Assist
	Unit Testing for custom development units (i.e. conversion, reports, workaround development, integrations)	Lead	Assist
	Unit Testing for interfaces and conversion components developed by the System (e.g., extract processes from legacy and external systems and load processes to legacy and external systems)	Assist	Lead
	Manage and Track status of activities	Lead	Assist
System Testing	Develop System Test Plan	Lead	Assist
	Provide sample test scripts and lists of scenario topics developed from other projects	Lead	-
	Develop system test scripts for forms, reports, interfaces, conversion components, enhancements and workflows	Lead	Assist
	Develop system test scripts for interfaces and conversion components developed by the System	Assist	Lead
	Test forms, reports, interfaces, conversion components, work around development, and work flows	Lead	Assist
	Test interfaces and conversion components developed by the System	Assist	Lead
	Perform issue resolution for forms, reports, interfaces, conversion components enhancements, and work flows	Lead	Assist
	Perform issue resolution for interfaces and conversion components developed by the System	Assist	Lead
	Manage and track status of activities	Lead	Assist
Integration Testing	Develop Integration Test Plan	Lead	Assist
	Develop integration test scripts	Lead	Assist
	Execute integration test	Lead	Assist

Testing Type	Activities	Respondent	System
	Perform issue resolution for forms, reports, interfaces conversion components, enhancements, and work flows	Lead	Assist
	Perform issue resolution for interfaces and conversion components developed by the System	Assist	Lead
	Manage and track status of activities	Lead	Assist
Performance Testing	Develop Performance Test Plan	Lead	Assist
	Document procedures to capture and monitor user-response time metrics	Lead	Assist
	Conduct Performance Testing	Lead	Assist
	Perform issue resolution as required to meet performance requirements	Lead	Assist
	Manage and track status of activities	Lead	Assist
User Acceptance Testing (UAT)	Develop User Acceptance Test Plan	Lead	Assist
	Provide examples of test scripts and lists of scenario topics developed from other projects	Lead	Assist
	Provide UAT Tester training	Lead	Assist
	Develop UAT scripts	Assist	Lead
	Execute UAT	Assist	Lead
	Support UAT Testers	Assist	Lead
	Set-up the UAT environment, submit batch jobs, perform backups, restore databases, and execute data conversion loads as reasonably required to support acceptance testing	Lead	Assist
	Maintain user profiles and security configuration for UAT testers.	Lead	Assist
	Provide issue resolution for forms, reports, interfaces, conversion components, enhancements, and work flows	Lead	Assist
	Provide issue resolution for interfaces and conversion components developed by the System	Assist	Lead

Testing Type	Activities	Respondent	System
	Manage and track status of activities	Assist	Lead
Security Testing	Develop Security Test Plan	Lead	Assist
	Conduct security tests	Lead	Assist
	Identify and remediate issues	Lead	Assist

2.3.5 Deploy Phase

2.3.5.1 Technical Team Training and Knowledge Transfer

The Successful Respondent shall deliver a Technical Training Strategy and Plan that addresses all technical training, including but not limited to the following:

- Technical and operations personnel training to support development, implementation, and production; and
- Knowledge transfer training to a core group of functional, administrative, programming, security, service desk, and other technical and operations personnel to support independent operations capability before conclusion of the Successful Respondent's post-implementation support responsibilities.

The Technical Training Strategy and Plan shall be based on a comprehensive technical training needs assessment conducted by the Successful Respondent in conjunction with overall Organizational Change Management and stakeholder analysis activities. The Technical Training Strategy and Plan shall include, but is not limited to the following:

- Technical Training Stakeholder Analysis;
- Map of learning needs to awareness and skill building phases of learning;
- Training Approach for each technical training need (i.e., project team training, technical and operations training, and knowledge transfer);
- Recommended Training Delivery Channel(s) for each Training Approach;
- Alignment of training needs to learning phases and training courses and events;
- Job Aid Strategy; and
- Sustainment Strategy.

The Technical Training Plan shall also include the preparation and training of System training resources to establish an ongoing training organization (not for delivery of training for the implementation but to allow the System to support sustainment training needs).

All training materials must be reviewed and approved by the System prior to the start of training delivery. The Successful Respondent shall provide all electronic source documents and graphics used in the development and presentation of training across all training delivery channels.

All training is expected to be provided at training facilities provided by the System.

Technical and Operations Personnel Training

Based on the recommended approach, the Successful Respondent shall provide training to ensure that System personnel have developed the necessary skills required to successfully operate and maintain Workday. It is assumed that System personnel will perform all operations and system administrative functions with assistance as needed by the Successful Respondent when live operations commence. Training topics shall include, but are not limited to:

- Systems operations;
- Technical support;
- Job scheduling;
- Monitoring and performance tuning;
- Troubleshooting,
- Procedures for handling Workday software updates and all other tasks necessary to provide support for the HCM system;
- Training on all components of the operating environment that are new to the System; and
- Training on the use of the Successful Respondent's development tools, system management, and application administration tools.

Knowledge Transfer Training

The Successful Respondent shall provide training to core functional, technical, operations, and service desk personnel to facilitate knowledge transfer before conclusion of the Successful Respondent's post-implementation support responsibilities. Training content should address, but is not limited to:

- Software configuration;
- System operation procedures for use during the Project;
- System administration responsibilities, log on/log off procedures, and security;
- Other topics necessary to educate System personnel on 'system housekeeping' during the ERP Project; and
- Most likely service desk scenarios.

The Knowledge Transfer Training should be consistent with the knowledge and skills transfer process described in Section 2.3.5.3 below.

Deliverables:

- Comprehensive Technical Training Plan and Training Curriculum
- Technical Training Needs Assessment
- Satisfactorily-Delivered Technical and Operations Personnel Training
- Satisfactorily-Delivered Software and Operations Knowledge Transfer
- Training Materials

Table 14: Technical Training Responsibility Matrix

Activity	Respondent	System
Technical Training Needs Assessment	Lead	Assist

Activity	Respondent	System
Develop Technical Training Strategy	Lead	Assist
Develop Technical Training Plan	Lead	Assist
Provide Enterprise policies applicable to training materials	Assist	Lead
Populate training environment with System-specific data and initial transaction data to support training delivery and user scenarios, if needed based on training strategy	Lead	Assist
Develop Technical Team training materials (includes system procedures and business process steps)	Lead	Assist
Manage training registration and course scheduling	-	Lead
Provide locations and equipment for training sessions	-	Lead
Provide printed copies of learner materials	-	Lead
Deliver Technical Training Events	Lead	Assist
Manage evaluations of Technical Training Events	Assist	Lead
Provide Knowledge Transfer of all training materials, regardless of training delivery channel, and environment maintenance	Lead	Assist

2.3.5.2 Documentation

The Successful Respondent shall develop, maintain, and provide technical and end-user documentation, systems and operational documentation, system configuration documentation, and procedural documentation, including manuals, quick reference guides, tutorials, on-line help, and other techniques as appropriate. The Successful Respondent shall keep documentation current throughout the project.

2.3.5.3 Knowledge and Skill Transfer Process

The Successful Respondent shall deliver services to ensure that System employees are prepared to operate and maintain the system at go-live. The Successful Respondent shall provide a knowledge transfer and skill transfer process that will ensure the System has a “critical mass” of knowledgeable users (experts), system administrators, programmers and other technical support personnel sufficient to operate and maintain the system in coordination with Workday.

The Successful Respondent shall deliver a Knowledge and Skills Transfer Plan that will identify opportunities for System staff to gain knowledge on the usage and operations of Workday HCM.

The System requires a formal sign-off from key Respondent and System staff members that appropriate knowledge transfer as a condition of release of the contract retainage.

Deliverables:

- Completed Knowledge Transfer Plan; and
- Formal Knowledge Transfer Sign-Offs by Respondent and System Module Leads

Table 16: Knowledge Transfer Responsibility Matrix

Activity	Respondent	System
Develop Knowledge Transfer Plans	Lead	Assist
Review and Approve Knowledge Transfer Plan	Assist	Lead
Monitor Accomplishment of Knowledge Transfer Milestones	Assist	Lead
Complete Knowledge Transfer Sign Off	Assist	Lead

2.3.5.4 Organizational Change Management

The Successful Respondent shall provide a structured method and approach, guidance, and mentoring to support a successful transition to the new ERP-enabled business processes and related business processes impacted by the software. The Successful Respondent shall partner with System personnel to orchestrate change activities. Successful Respondent and System team members shall support the change process where required, lending both subject matter expertise and assistance by creating content and supporting materials.

Organizational Change Management Strategy and Plan

The Successful Respondent shall deliver a detailed Organizational Change Management Strategy and associated plans (Sponsor Roadmap, Coaching Plan, Resistance Management Plan, Communication Plan, and Training Plan) that outline a change management methodology, approach, activities, dependencies, and assumptions for key stakeholders to support a successful transition from the current environment to the future state.

The Organizational Change Management Strategy shall be based on a comprehensive assessment of the organization's capacity for and tolerance of change, a stakeholder analysis, and assessment of the overall change risk.

The Organizational Change Management Strategy and Plan shall include, but is not limited to, the following elements:

- Change Characteristics Assessment;
- Organizational Attributes Assessment;
- Sponsorship Model;
- Change Risk Assessment;
- Stakeholder Analysis.

Communication Strategy and Plan

The Successful Respondent shall develop a Communication Strategy and Plan that defines all communication touch points between the project and all change champions, change agents, and change targets. The Communication Strategy and Plan shall include, but are not limited to the following elements:

- Core Message Outlines;
- Communication Plan with the following elements: type of communication event, event objectives, key messages, target audience, delivery date(s), communications channel, presenter, content developer, reviewer/approver, and status; and
- Communication Calendar integrated with implementation, training, and rollout events.

As part of this effort, the Successful Respondent shall:

- Develop materials appropriate for each communication event. Materials will vary based on the communication channel, but may include presentations and documents developed in Microsoft PowerPoint presentations, Microsoft Word, Microsoft Publisher and similar tools; and
- Work with assigned System staff to incorporate policy, procedure, and specific personnel roles into the materials.

All communication materials must be reviewed and approved by the System prior to the start of training delivery. The Successful Respondent shall provide all electronic source documents and graphics used in the development and presentation of communication materials across all delivery channels.

The Successful Respondent shall implement methods to assess the effectiveness of communication events and identify specific recommendations for adjustments. The Respondent shall, throughout the project, improve the approach, methods, procedures, and communication material based on lessons learned throughout execution of the Communication Plan to ensure the end-users are receiving communications that will enable them to execute tasks within Workday on go-live.

End-User Training Strategy and Plan

The Successful Respondent shall develop an End-User Training Strategy and Plan based on a comprehensive end-user training needs assessment conducted by the Successful Respondent in conjunction with overall change management and stakeholder analysis activities. The End-User Training Strategy and Plan shall include, but are not limited to the following elements:

- End-User Training Stakeholder Analysis;
- Map of End-User Training Needs to Awareness, Skills and Sustainment learning phases;
- Map of End-User Training Needs to modules with associated learning objectives and assessment methods;
- Map of End-User Training Modules to Training Events and Delivery Channels;
- Job Aid Strategy; and
- Sustainment Strategy.

As part of this effort, the Successful Respondent shall:

- Develop materials appropriate for each training delivery channel to support training that has been customized to address specific software configuration and customizations made as part of the Workday project. Materials will vary by delivery channel, but may include instructor guides, learner guides, quick reference guides, job aids, and user exercise and engagement materials;

- Work with assigned System staff to incorporate policy, procedure, and specific personnel roles into the materials;
- Provide a stable, tested environment which is pre-loaded with representative converted reference and historical System data that can become a starting point for creating training materials (including screen prints showing user actions and processing outcomes, if included as part of the training approach); and
- Provide back-up, restore, and troubleshooting assistance in the training environment as materials are prepared and customized and as end-user training proceeds.

All end-user training materials must be reviewed and approved by the System prior to the start of training delivery. The Successful Respondent shall provide all electronic source documents and graphics used in the development and presentation of training across all delivery channels.

The Successful Respondent shall implement methods to assess the effectiveness of the training delivery process and identify specific recommendations for adjustments. The Successful Respondent shall, throughout the project, improve the approach, curriculum, methods, procedures, and end-user training material based on lessons learned throughout the training delivery to ensure the end-users are receiving training that will enable them to execute tasks within the Workday HCM system on go-live.

End-User Training Delivery

The Successful Respondent shall lead delivery of end-user training based on the Training Strategy and Plan.

Organizational Change Management Resources Needs

Lastly, the Successful Respondent is expected to commit at least one (1) consultant experienced in providing organizational change management services and at least one (1) consultant experienced in developing training for ERP projects of similar size and scope.

Deliverables:

- Change Management Strategy
- Sponsor Roadmap
- Coaching Plan
- Resistance Management Plan; Readiness Assessment
- Communications Strategy and Plan
- End-User Training Strategy
- End-User Training Plan
- Training Sustainment Plan
- End-User Training Materials
- Satisfactorily-Delivered End-User Training

Table 17: Organizational Change Management Responsibility Matrix

Activity	Respondent	System
Develop Change Management Strategy and Supporting Plan	Assist	Lead
Develop Sponsor Roadmap	Lead	Assist
Develop Coaching Plan	Lead	Assist
Develop Resistance Management Plan	Lead	Assist
Determine Organizational Readiness	Lead	Assist
Develop Communications Strategy and Plan	Lead	Assist
Develop Communications	Lead	Assist
Deliver Communications	Assist	Lead
Develop End-User Training Strategy and Plan	Lead	Assist
Develop Training Materials	Lead	Assist
Develop Readiness and Sustainment Materials	Lead	Assist
Deliver End-User Training Events	Lead	Assist
Manage evaluations of End-User Training Events	Assist	Lead
Conduct Periodic Change Management Program Achievement Reviews	Lead	Assist

2.3.5.5 Implementation / Deployment (Roll-out) Support

It is the intent of TAMUS to deploy the Workday HCM system to all Members simultaneously. The System requires an extensive and carefully structured approach to the implementation and deployment of Workday. This includes the organization and execution of cut-over activities necessary to transition operations to the new system. The Successful Respondent must provide on-site support throughout the entire implementation period. More specifically, the System requires the services described below at a minimum.

Deployment Cut-over (Go-Live) Plan

The Successful Respondent shall deliver a detailed Deployment Cut-over Plan to reflect all project activities that impact deployment of Workday into the production environment. This deliverable shall document all steps required to make a successful cut-over to the production environment, including specific cut-over tasks, planned and actual dates for tasks completed, task responsibilities, task dependencies, estimated work effort required to complete each task, task status, results of task completion, and sign-off for each task completed. Additionally, the plan shall include:

- Final data conversion activities;
- Technical preparation and system change-over activities;
- Resolution of all identified security issues;
- Development of a cut-over activities checklist;
- Staffing requirements, by role and responsibilities, for both Successful Respondent and

System staff for all deployment/cut-over activities; and

- Deployment schedule.

Production Cut-over (Go-Live) Checklist

The Successful Respondent shall maintain a Cut-Over Checklist that tracks each activity required to ascertain that the HCM system is ready for deployment. This checklist must be reviewed with the Project Management Office (PMO) personnel starting no later than six (6) months before go-live with increasing frequency as the Go-Live date approaches to confirm:

- All testing has been successfully completed;
- All staff have completed end-user and management training;
- All data has been cleansed, converted, and accepted by the users;
- All interfaces are functioning as required;
- All site preparation requirements have been met; and
- End-user support has been established.

Establish Procedures for End-User Support

The Successful Respondent shall provide services to prepare procedures, establish processes, train personnel, track incidents, and participate in the delivery of end-user support. The services shall include, but are not limited to, the following:

- Development of a Service Desk and End-User Support Strategy that includes plans for using the System's Service Desk infrastructure and defines roles and responsibilities for the Service Desk and Workday support personnel;
- Development of procedures for providing support that includes all activities, procedures, and steps necessary to allow Workday and Successful Respondent team members to provide required functional support for System Members;
- Incorporation of procedures into the System's existing Service Desk infrastructure to capture initial incident information for subsequent transfer to members of the project team;
- Provision of support for end-users; and
- Tracking of incidents.

End-user support personnel are expected to respond to questions regarding the use of the application. Efficient and effective procedures for providing end-user support shall be established before the beginning of production cut-over and shall be supported by the Successful Respondent through the end of the production support period.

Deliverables:

- Service Desk and Support Strategy
- Deployment Cut-over (Go Live) Plan
- Production Cut-over (Go Live) Checklist
- End-user Support Procedures

Table 18: Deployment Support Responsibility Matrix

Activity	Respondent	System
Develop Cut Over Plan	Lead	Assist
Develop Cut Over Checklist	Lead	Assist
Develop Service Desk Procedures	Assist	Lead
Execute Cutover Plan for Workday components	Lead	Assist
Execute Cutover Plan for components owned by the System	Assist	Lead

2.3.5.6 Post-implementation Support

The Successful Respondent must provide full onsite post-implementation support for six (6) months after Go-Live for all implemented functionality, and to support all year-end closing activities for the first calendar and fiscal year-end. This post-implementation maintenance and support will consist of technical, functional, and operational support, and must be provided by skilled personnel who have become familiar with the project over the course of the implementation effort. The on-site presence is essential to maintaining a stable production environment, and in providing for a smooth transition of business processes.

Deliverables:

- Bi-weekly Status Report of Team Support Activities

Table 19: Production Maintenance and Support Responsibility Matrix

Activity	Respondent	System
Provide service desk infrastructure and tools for service management activities	-	Lead
Manage Service Desk	Assist	Lead
Address system issues within the timelines outlined in the table above	Lead	Assist

2.3.5.7 Release Management Services

The Successful Respondent is required to provide all consulting services necessary to keep the System current on the latest release of Workday software for the duration of the implementation. Workday will be responsible for the technical installation of any new software releases, while the Successful Respondent will be responsible for all other consulting services required to ensure a successful transition to the new software release, e.g., testing, and training on new functionality.

Deliverables:

- To be determined based on scope of each specific new release

Table 20: Release Management Services Responsibility Matrix

Activity	Respondent	System
Provide new release analysis, testing, training, and other services required for a successful upgrade	Lead	Assist

2.4 System Resources to be Provided

The System intends to assign staff to the HCM Project Team on a full-time basis. A listing of anticipated project team roles that the System expects to provide with the number of staff for each role at peak load in parentheses are indicated below:

Project Management

- Project Manager (1)
- Project Administrator/Co-Manager (1)

Functional Team

- HCM Functional Lead Manager (1)
- Talent/Performance Management (1)
- Recruiting (1)
- HR Management (1)
- Benefits (1)
- Time and Leave (2)
- Payroll (3)
- Functional Analyst (2)

Enterprise Readiness/Organizational Change Management Team

- Change Management Lead (1)
- Communications (1)

Technical Team

- Technical Team Lead (1)
- Data Warehouse/Business Intelligence Lead (1)
- Developers – Integrations (2)
- Developers – Conversions (1)
- Developers – Other (workarounds, workflows, reports, forms) (2)

Additionally, System Members will provide numerous subject matter experts on an as-needed basis throughout the duration of the project.

The Respondent will provide a recommended project team structure with roles (both functional and technical), and recommended number of participants in each role.

Please refer to anticipated project organization in Section 1.5.

2.5 Locations

The Services required under this RFP will be primarily performed by the Successful Respondent at a TAMUS-designated facility located in College Station, Texas.

2.6 Hours of Operation

TAMUS standard hours of operation are 8:00 a.m. – 5:00 p.m. Central Time Zone (CDT), Monday through Friday. TAMUS anticipates that the Services to be provided by Successful Respondent will be conducted during TAMUS standard hours of operation, with occasional work after-hours, weekends and holidays as needed to meet critical deadlines

2.7 Workspace and Parking

TAMUS shall provide workspace for Successful Respondent's personnel to include utilization of TAMUS printers, copiers, phones, cubicles, network and internet access. TAMUS will not provide computer equipment for use by the Successful Respondent's personnel.

TAMUS currently has parking spaces for contract workers assigned to the location specified in this SOW, however, the continuation of these parking spaces cannot be guaranteed over the life of the Contract. If parking spaces become unavailable, then Successful Respondent's staff must find alternative parking arrangements during their assignments under any resulting Contract from this SOW. TAMUS shall not reimburse Successful Respondent or its contract worker(s) for parking or similar expenses under any circumstances. Parking spaces are under the direct control of the TAMUS parking services and must abide by applicable parking regulations.

TAMUS will also provide adequate training facilities required for project team and end-user training.

If any staff from the Successful Respondent's team requires reasonable accommodations for a disability or work limitation, please note such in Section 4.9, Qualifications and Experience of Respondent's Proposed Staff.

2.8 Contract Term

The initial term of any Contract resulting from this RFP shall be from date of execution through successful implementation of the HCM system. Notwithstanding the termination or expiration of the Contract, certain provisions (*e.g.,* indemnification, confidentiality, right to audit) shall survive the termination or expiration of the Contract. An October 1, 2015 project start date is assumed. TAMUS reserves the right to negotiate an extension beyond the successful implementation if the need arises. Any extension must be agreed to in writing by both parties.

3 SUBMISSION INSTRUCTIONS

3.1 Economy of Presentation

Proposals are to be submitted as a booklet or in notebook form with appropriate indices. Each submittal should be prepared simply and economically, providing a straightforward concise description of the Respondent's service, approach and ability to meet TAMUS' needs as stated in this RFP. Schedules and Exhibits must be clearly identified and defined.

No reimbursement will be made by the A&M System for any expenses incurred in the preparation or presentation of proposals.

3.2 Submission of Proposals

Proposals shall be submitted in two (2) parts: a Technical Proposal and a Cost Proposal.

Respondent shall provide one (1) original copy, and four (4) electronic copies of the complete RFP response as specified above.

All electronic copies of Cost proposal must be in Microsoft Excel. All Technical proposals must either be in Microsoft Office software or Adobe Portable Document Format (PDF). Project plans shall be provided in Microsoft Project 2013 format. All image files must be in one of the following formats: .jpg, .gif, .bmp, or .tif, and submitted on a CDROM or thumb drive. Preference is for the image files to already be inserted as part of a document such as a PDF. Individual image files on the electronic media must be clearly named and referenced in your proposal response.

Electronic proposals must indicate the Respondent's company name, the RFP number and opening date.

NOTE: The original signature on the ONE (1) hard copy will serve as the official signature of record for all electronic copies. The proposal must be manually signed by a person with authority to legally bind the firm under a contract.

3.3 Proposal Components

The following documents and all requirements from noted sections are to be returned as part of your proposal submittal. Failure to include these documents will be basis for response disqualification.

- ✓ **Signed Execution of Offer**
- ✓ **Non-Collusion Affidavit**
- ✓ **HUB Subcontracting Plan**
- ✓ **Technical Proposal Content**

  The Respondent's Technical Proposal response shall be formatted as provided in Section 4, Technical Proposal Format and Content.

Cost Proposal Content

The Respondent is required to submit a firm fixed price/deliverables-based response in accordance with the instructions provided in Section 5, Cost Proposal Format and Content, using the schedules provided in Appendix A: Cost Schedules.

3.4 Closing Date and Submission Address

The closing date for the receipt of proposals is listed in Section 1.11 Calendar of Events. Proposals or unsolicited amendments submitted after that time will not be accepted and will be returned to the Respondent.

All proposals shall be sealed and addressed as follows:

MAIL, HAND DELIVER, AND /OR
EXPRESS MAIL PROPOSAL TO:

The Texas A&M University System
The Texas A&M University System Building
System Office of HUB & Procurement Programs
301 Tarrow, Suite 366
College Station, TX 77840

Attn: Jeff Zimmermann

Faxed, e-mailed, or telephoned proposals are not acceptable.

It is the Respondent's responsibility to ensure that proposals are received by the Closing Date and Time. Delays in mail delivery or any other means of transmittal, including couriers or agents of the issuing entity, shall not excuse late proposal submissions.

4 TECHNICAL PROPOSAL FORMAT AND CONTENT

The instructions in this section of the RFP describe the required format for a responsive Technical Proposal. The format and sub-sections of the Technical Proposal shall conform to the structure outlined below. All sections shall be labeled appropriately. Adherence to this format is necessary in order to permit effective evaluation of proposals.

The Technical Proposal shall contain the following:

Technical Proposal Content	✓
Title Page	
Transmittal Letter	
Table of Contents	
Executive Summary	
Compliance with Mandatory Requirements	
Respondent's Experience and Past Performance	
Respondent's Proposed Plan for Providing Services	
References	
Qualifications and Experience of Respondent's Proposed Personnel	
Proposal Assumptions	
Alternative Proposal	
Sample Statement of Work	

The following sections explain the content that is required in each of the sub-sections of the Technical Proposal. **No pricing or cost information shall be included in the Technical Proposal.**

4.1 Title Page

The title page should be placed as the front cover and/or insert and include the following:

- Texas A&M University System - Proposal for HCM Implementation Services
- Response to RFP Number: RFP01 CIO-15-026
- Proposal Due Date
- Respondent's Name

4.2 Transmittal Letter

The transmittal letter shall be in the form of a standard business letter on the Respondent's letterhead and shall be signed by an individual authorized to legally bind the Respondent. The Transmittal Letter shall include the following:

- A brief statement of the Respondent's understanding of the scope of services associated with this RFP.

- The names, titles, addresses, e-mail addresses, and telephone numbers of the individuals who are authorized to make representations on behalf of and legally bind the Respondent.
- The names, titles, addresses, e-mail addresses, and telephone numbers of the individual who will function as the main contact for the Respondent.
- A Statement that the entire proposal and the price contained therein shall be binding upon the Successful Respondent in all respects for a period of 180 days from receipt of the Best and Final Offer (BAFO), or from submission if no BAFO is requested.
- A Statement designating the firm that will function as primary contractor in response to the RFP.
- A Statement that the Respondent or any subcontractors presently have no interest, direct or indirect, which would conflict with the performance of services under this contract and shall not employ, in the performance of this contract, any person having a conflict.

4.3 Table of Contents

Each Proposal should be submitted with a table of contents that clearly identifies and denotes the location of each section and subsection. Each page of the response should be clearly and uniquely numbered. Additionally, the table of contents should clearly identify and denote the location of all enclosures and appendices to the Proposal.

4.4 Executive Summary

In the Executive Summary, the Respondent shall condense and highlight the contents of the proposed solution in such a way as to provide TAMUS and its Members with a broad understanding of the proposal. This section of the Proposal is designed to provide a clear and concise understanding of key aspects of the proposal as follows:

- Confirmation that the requested scope of services outlined in Section 2, Scope of Work are being proposed or an explanation of exactly where the proposed scope differs from what has been requested;
- Concise summarization of the proposed implementation and approach schedule;
- Concise summarization of the Respondent's relevant qualifications and experience in providing services similar to the services requested in this RFP;
- Concise summarization of the proposed project team members' relevant qualifications and experience in providing services similar to the services requested in this RFP; and
- Documentation of why the service provider(s) assembled in the proposal are best qualified to perform the work required herein.

4.5 Compliance with Mandatory Requirements

Respondents must provide a detailed response that substantiates their ability to comply with the mandatory requirements as follows:

- The Respondent must be a certified services partner for Workday. Responses from non-certified implementation and integration services providers will not be considered for award;
- The Respondent must have three years of Workday implementation experience; and

- The Respondent must have implemented an HCM system at a higher education institution or a member/component of a higher education university system.

An explanation shall be provided to document how the above mandatory qualifications are met. Additionally, a client contact person name, organization, title, e-mail address and telephone number shall be provided that can validate that the Respondent has met the above mandatory qualifications. Employees of the Respondent or any of its proposed subcontractors shall not be used as the contact person.

4.6 Respondent's Experience and Past Performance

Respondents shall provide information about their prior experience and qualifications to perform the services requested in this RFP by addressing the following requirements.

4.6.1 Respondent (Primary Contractor) Overview

The Respondent shall include a detailed narrative description of the Respondent's organization. The narrative shall address the following topics at a minimum:

- Brief overview of business operations, with an emphasis on ERP-related business for higher education and the public sector.
- Company legal name and legal form of ownership.
- State in which company is incorporated.
- Office location(s) responsible for performance of tasks requested in this RFP.
- Description of Respondent's credentials to deliver the services sought under this RFP, with special emphasis on experience with similar projects for higher education institutions, higher education systems and public sector agencies.
- Total number of employees.
- Number of employees devoted to Workday implementation services for higher education.
- Number of employees devoted to Workday implementation services for public sector.
- Respondent must list **all** current Workday implementations and include a statement on how these engagements will not affect the ability to staff and deliver the HCM project.
- Full disclosure of any potential conflict of interest.
- A Statement of whether, in the last ten years, the Respondent and any officers in their individual or professional capacity or associated with another company have filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors, and if so, an explanation providing relevant details.
- A Statement of whether there are any pending Securities Exchange Commission investigations involving the Respondent, and if such are pending or in progress, an explanation providing relevant details and an attached opinion of counsel as to whether the pending investigation(s) will impair the Respondent's performance in a Contract under this RFP.
- A Statement documenting all open or pending litigation initiated by Respondent or where Respondent is a defendant in a customer matter.

- Respondent must list **all** contracts or purchase orders that Respondent executed or accepted within the last three (3) years for the implementation of ERP software for higher education and other public sector and which were canceled or terminated prior to completion by the client with which Respondent contracted. For each such contract or purchase order, Respondent must include a detailed explanation for the cancellation or termination and final resolution of the matter. Include the names and telephone numbers of each such agency's or firm's contact person. If none, specify none.
- Full disclosure of any criminal or civil offense by proposed Respondent team members.
- Statements of financial stability indicating that the Respondent has the financial capacity to provide the requested services, and that the Respondent has adequate resources to continue as an ongoing concern. At a minimum, the RESPONDENT shall provide the two most current audited financial statements.
- Full disclosure of any proposed off-site activity and the locations involved.

4.6.2 Subcontractor(s) Overview

The Respondent shall list any Subcontractors that will provide services on the proposed project. For each Subcontractor listed, Respondent shall provide:

- Same information listed in Section 4.6.1 above;
- Description of the role and level of involvement proposed for the Subcontractor; and
- Copy of the teaming agreement or subcontracting agreement with the Respondent.

It is the policy of TAMUS to encourage the use of Historically Underutilized Businesses (HUBs) in our prime contracts, subcontractors, and purchasing transactions. The goal of the HUB program is to promote equal access and equal opportunity in TAMUS contracting and purchasing.

Subcontracting opportunities are possible for this RFP and therefore a HUB Subcontracting Plan (HSP) is **required**. Failure to submit a comprehensive, acceptable HSP will be considered a material failure to comply with the requirements of the RFP and will result in rejection of the submittal. The HUB Subcontracting Plan shall be submitted **with** the RFP response by the date and time specified.

The HSP form can be found at http://www.tamus.edu/business/facilities-planning-construction/forms-guidelines-wage-rates/ . Complete the HSP and submit it in *Section i.* of your RFP response. If there are pre-existing agreements in place with companies who will be hired as subcontractors, the respondent shall list those vendors as subcontractors on the HSP and provide an explanation as to why solicitations were not done, e.g. contractual requirements. If no pre-existing agreements with companies who will be hired as subcontractors exist, then the vendor will be expected to make a good faith effort according to the HSP instructions.

For information regarding the HUB Subcontracting Plan requirements, please contact Jeff Zimmermann from the A&M System's HUB Program at (979) 458-6410 or jzimmermann@tamus.edu for assistance in determining available HUB subcontractors and proper completion of the HSP. Respondents have the opportunity to submit a draft of the HSP prior to submittal of their response to the RFP for review by Mr. Zimmermann.

4.7 Respondent’s Proposed Plan for Providing Services

In order to facilitate the Evaluation Team’s comparison of proposals, the Respondent’s response to this section of the RFP shall conform to the following format without exception.

4.7.1 Timeline and Implementation Phasing Approach

The Respondent should describe its proposed implementation approach. The description provided shall include the following information for each module:

- Implementation timeframes;
- Milestones and implementation phasing (if any);
- Deliverables; and
- Any Workday releases that will occur during the project.

4.7.2 System Development Methodology Overview

It is the Respondent’s responsibility to propose a system development methodology (SDM) that is defined, documented, repeatable, and consistent with the Texas DIR Project Delivery Framework described in http://www.dir.University.tx.us/pubs/framework/index.htm.

The project scope and cost shall include training the System project team members on the Respondent’s SDM. The proposal should identify certifications the Respondent has received, such as SEI CMM assessments, the International Organization for Standardization (ISO) 900x certifications, the Institute of Electrical and Electronics Engineers’ (IEEE) Software Engineering Standards, or any other pertinent certifications.

A brief description of the proposed implementation methodology shall be provided, including:

- Key principles and distinguishing characteristics;
- Phases and major activities;
- Tools and templates; and
- Project sites in which the methodology has been used successfully on similar projects.

4.7.3 Project Management Methodology and Approach

The Respondent shall describe its approach to managing the project. As part of its project management approach, the Respondent shall describe the project management tools, standards, controls, and procedures that will be utilized to create a proven, reliable process. This section shall cover all topics and deliverables identified in Section 2.3, Requested Services and Responsibilities.

The proposed project management methodology and approach shall be consistent with the Texas DIR Project Delivery Framework.

The proposed Project Governance Structure is documented in Section 1.5 Project Governance and Anticipated Project Organization . Respondents are invited to provide recommendations for enhancing project governance in this section of their response.

4.7.4 Detailed Description of Services / Deliverables to be Provided

Respondents shall describe in detail how each of the implementation and integration services listed in Section 2.3, Requested Services and Responsibilities, will be addressed in accordance with the Respondent's methodology and approach.

A listing and description of proposed deliverables should be included with each service discussion. All deliverables identified in Sections 2.3.1 through 2.3.5 shall be included.

4.7.5 Tenants to be Provided

Respondent should list the proposed tenants they would recommend by completing the following table.

Technical Environments	Proposed? (Y/N)	# of Instances
Conversion		
Integration		
Training		
Testing		
Sandbox		
Production		
Other (Please describe)		
Other (Please describe)		
Other (Please describe)		

4.7.6 Lessons Learned

The Respondent shall provide a discussion of the significant lessons learned from experience at previous higher education and public sector Workday HCM projects of similar size and scope, and how the Respondent will apply those lessons to the TAMUS HCM project.

4.7.7 Proposed Roles and Responsibilities

The Respondent shall provide a description of the proposed System roles and responsibilities in each of the following areas, as well as areas not addressed below (if applicable):

- Project Management;
- Project Team Training;
- Business Process Design;
- Software Configuration;
- Integration and Interfaces;
- Data Conversion;
- Reports, Queries, and Forms;
- Work around Development;
- Security Configuration;
- Testing;

- Technical Team Training and Knowledge Transfer;
- Organizational Change Management;
- End User Training;
- Documentation;
- Knowledge and Skills Transfer Process;
- Implementation / Deployment (roll-out) Support; and
- Post-implementation Support

4.7.7.1 Role Summary Table

Format for Role Summary Table

HCM Project Team Roles	System	Contractor	Percent Dedicated and Time Period
Project Management:			
Project Director			
Project Manager			
Administrative Support			
Other			
Subtotal			
Functional Team:			
Human Capital Management			
Compensation Administration			
Absence Management			
Benefits Administration			
Payroll Administration			
Talent Management			
Recruiting/Applicant Tracking			
Time Tracking			
Other			
Subtotal			
Technical Team:			
Technical Team Lead			
Integration			
Conversion			
DW & Reporting			
Test			
Security			
Other			
Subtotal			
Change Management Team:			
Change Management Team Lead			

HCM Project Team Roles	System	Contractor	Percent Dedicated and Time Period
Communications			
Organizational Change Management			
Training			
Other			
Subtotal			
Total			

The Role Summary Table should include any roles to be filled by Workday staff. TAMUS requires participation by Workday Senior Consultants and any additional roles required for Workday Delivery Assurance. Roles to be filled by Workday should be reflected in Respondent's Cost Proposal (Section 5.2) and identified as Workday.

4.8 References

TAMUS will conduct reference checks for account references provided by Respondents. It may, at its sole discretion, contact additional clients not presented as references.

Respondents shall provide at least three (3) client references for the implementation of ERP software for large public sector and higher education institutions, with a preference for Workday and higher education ERP implementations. All references must be for systems in production at this time -- not for implementations that are still in progress.

The following information must be provided for each reference:

- Organization Name;
- Project Name;
- Project Description;
- Contact Name;
- Contact Mailing Address;
- Contact Phone Number;
- Contact Email Address;
- PeopleSoft Software Product and Release Number(s) Implemented;
- Project Start and End Date; and
- Contract Value.

4.9 Qualifications and Experience of Respondent's Proposed Personnel

Respondents shall provide the following in this section of their proposal.

4.9.1 Project Organization

Respondents shall provide a narrative description of the recommended project organization and a proposed organization chart for the project team (including all recommended roles for Respondent, Workday and System staff). Additionally, the Respondent shall provide a table showing all roles (Respondent, Workday and System) proposed for the engagement with a brief description of the responsibilities, the recommended staffing level, and expected source (Respondent, System) of personnel for each listed role. (Section 4.7.7.1).

4.9.2 Personnel Summary Table

The Respondent should provide a Personnel Summary Table listing all personnel assigned to the project. As illustrated by the example below, the Personnel Summary Table must include the proposed role(s), consultant name, total years of relevant Workday implementation experience, years of experience in the proposed role, list of higher education clients in the proposed role, and relevant certifications.

TAMUS requires named resources for the core positions and will not accept proposed representative resumes or positions.

Format for Proposer Personnel Summary Table

Proposed Role(s)	Consultant Name	Firm	Experience Summary
EXAMPLE: Project Manager	John Smith	X Consulting	4 years Workday implementation experience, 5 years as project manager on 2 Higher Education ERP projects, Client Name & University Client Name, PMP certification

4.9.3 Resumes

The Respondent shall provide resumes for each role to be filled by the Respondent. Proposed consultants **should be available to staff the project**. Resumes shall include the following information:

- Name of consultant;
- Proposed role on project;
- Education and training;
- Summary of relevant experience (including start and end dates);
- Experience implementing Workday software;
- Higher education experience;
- Other relevant experience;
- Employee of Respondent or subcontractor; and
- Reference contact information, including e-mail address and phone number.

4.10 Proposal Assumptions

The Respondent shall provide a comprehensive listing of all assumptions made in preparing their proposal in response to this RFP. No price data may be included in the assumptions.

4.11 Alternative Proposal

If the Respondent believes that there is a more cost efficient / effective or less risky approach with an increased probability of success for providing the implementation services than that specified by the System in RFP Section 2, Statement of Work, then the Respondent may provide that additional approach in this section of the proposal. If the Respondent does provide an alternative approach, then the Respondent shall also provide the corresponding project work plan information described in RFP Section 2.3.1.1, Project Management.

This is the appropriate place where Respondents may include an off-site services alternative, if desired. If an off-site services alternative is proposed, then the proposed approach shall include an Off-site Coordinator on the Respondent's staff to manage and coordinate all off-site activity. The System does not expect to manage Successful Respondent personnel, whether located on or off-site.

4.12 Sample Statement of Work

In this section, Respondents shall provide a sample Statement of Work based on the content of their Proposal.

5 COST PROPOSAL FORMAT AND CONTENT

The format and sub-sections of the Cost Proposal shall conform to the tabbed spreadsheet structure outlined below. All tabs shall be labeled appropriately. Adherence to this format is necessary in order to permit effective evaluation of proposals.

The Cost Proposal shall be in the following format:

Cost Proposal Content	✓
Title Page	
Table of Contents	
TAB 1 – Schedule 1 – Summary Cost Presentation	
TAB 2 – Schedule 2 – Consulting Services by Positions	
TAB 3 – Schedule 3 – Other Cost Components	
TAB 4 – Schedule 4 – Development Schedule	
TAB 5 – Schedule 5 – Labor Rates Schedule	
TAB 6 – Schedule 6 – Deliverables Payment Schedule	
Cost Assumptions	
Additional Services	
Payment Terms and Retainage	

Cost information is to be provided in accordance with the templates provided in RFP Appendix A: Cost Schedules. The remainder of this section of the RFP provides a detailed description of the content that is required in each of the sub-sections of the Cost Proposal.

5.1 Schedule 1 – Summary Cost Presentation

This schedule shall include all costs proposed by Respondents presented in the requested format. The Implementation Services Costs and Post-Implementation Support Services Costs shall be taken from the referenced lines on Schedule 2 Consulting Services by Position. The Other Cost Components shall be taken from the referenced line on Schedule 3 Other Cost Components. The Grand Total shall be provided on Cost Schedule 1 as well as below:

Grand total, All costs: $___________________________

5.2 Schedule 2 – Consulting Services by Position

This schedule shall include for each proposed position: the proposed rates for each fiscal year, the proposed hours by month, subtotaled hours by fiscal year, subtotaled cost by fiscal year, total hours for total three year period, and total cost for total three year period. The schedule also includes subtotals for each staffing category, work group, and totals for all consulting services. Proposed positions shall be grouped into the most appropriate staffing category by work group consistent with the template. The Implementation Services category includes release management services consistent with Section 2.3 with separate work groups for:

- Project Management,
- Functional Team,

- Technical Team, and
- Change Management Team.

All positions included in the Production Support Services category shall be presented as a single work group. This schedule includes multiple formulas to arrive at the various subtotals and totals requiring Respondents to take extra care to ensure that all formulas are correct on the submitted Cost Schedules. Additional rows may be added as needed.

All positions included in the Post-implementation Support Services category shall be presented as a single work group. This schedule includes multiple formulas to arrive at the various subtotals and totals requiring Respondents to take extra care to ensure that all formulas are correct on the submitted Cost Schedules. Additional rows may be added as needed.

5.3 Schedule 3 - Other Cost Components

Respondents shall utilize this schedule to describe and reflect any non-staffing related costs as applicable. Each cost component shall include: a description, reference numbers as appropriate, metrics as appropriate, and the proposed cost of the component. An addendum to the Cost Schedules shall be utilized to address any pricing assumptions and to provide additional information to enable System personnel to thoroughly understand the proposed cost components. Subtotals and additional rows may be added as needed.

5.4 Schedule 4 - Development Schedule

This is a supporting cost schedule used to reflect the hours and costs associated with the development of integration and automated interfaces; custom reports, queries and forms; and data conversion consistent with Section 2.3.3. The total hours and cost reflected on this schedule shall be included in the total hours and cost reflected for the Technical Team work group on Schedule 2. Respondents shall also reflect the functional areas addressed by the development. The Grand Total shall be provided on Cost Schedule 4 as well as below:

Grand Total, All Development Types: $___________________________

5.5 Schedule 5 - Labor Rates Schedule

Although the System will not reimburse the Respondent on a "time and materials" or "not to exceed" basis for project deliverables, it may be necessary to make scope changes that require assistance in areas not anticipated for which the System may consider a time and materials payment arrangement.

In addition, TAMUS will lead any software development efforts needed to fill critical gaps and anticipates requiring additional developer resources for those tasks For these purposes, the Respondent shall provide all-inclusive (travel and all other expenses included) billing rates for a range of different skill areas using this schedule. Respondents may propose the same rate for all years for a given personnel category or for all personnel categories, but the System is asking for one rate for each personnel category for each fiscal year. In addition, the Respondent shall provide a separate billing rate for work that is provided off-site.

5.6 Schedule 6 - Deliverables Payment Schedule

Respondents shall complete a proposed Deliverables Payment Schedule utilizing the format provided. Rows may be added as needed. Respondents shall ensure that the proposed cumulative gross payments for each month do not exceed the cumulative value of the service hours proposed for the corresponding month, excluding the cumulative value of deliverable payments for Other Cost Components from this determination. An addendum to the Cost

Schedules shall be utilized to address any pricing assumptions and to provide additional information to enable TAMUS personnel to thoroughly understand the proposed Deliverables Payment Schedule.

5.7 Payment Terms

The Respondent may invoice the System based on satisfactory completion and acceptance of project deliverables. A mutually agreed-upon schedule of payments by deliverables will be used as the basis for all payments. The initial schedule of payments proposed by the Respondent is included in Schedule 2 Deliverable Payments, but said schedule is subject to revision during contract negotiations. Payment shall be made in accordance with Texas Prompt Payment Act, Chapter 2251, Texas Government Code.

Fifteen percent (15%) of each invoice for implementation services shall be withheld by the System as retainage until sixty (60) days after final completion of the services to be performed by the Respondent under this Contract (excluding post-implementation support services) and formal acceptance by TAMUS of the production system.

6 CONTRACT TERMS AND CONDITIONS

By submission of a response to this RFP, the Respondent acknowledges and accepts all terms and conditions of the RFP unless clearly avowed and wholly documented in this section. The Respondent shall review the Contractual Terms and Conditions listed below and may provide a detailed explanation of any proposed exceptions here. In no event shall a Respondent submit its own standard contract terms and conditions as a response to this RFP.

Retainage

In lieu of a Performance Bond, TAMUS shall withhold an amount of fifteen percent (15%) from each invoice as an assurance for full performance of Services by Successful Respondent. The entire amount withheld will be paid to Successful Respondent sixty (60) days after final completion of the services to be performed by the Respondent under this Contract (excluding post-implementation support services) and formal acceptance by TAMUS of the production system.

Should conditions warrant, TAMUS may, in its reasonable judgment and at its option, not return all or part of the retainage in an amount not to exceed the damages attributable to Successful Respondent's non-performance. In the event of such permanent withholding of retainage, TAMUS shall provide written notice to Successful Respondent specifying the extent to which the Services have not been performed and the applicable amount of the retainage subject to permanent retention for damages attributable to Successful Respondent's non-performance.

Substitution and Removal of Personnel

a. Successful Respondent is responsible for providing all personnel resources necessary to perform the Services described in this RFP, unless specifically stated as the responsibility of TAMUS, or other service provider (e.g., Workday). Throughout the term of the Contract resulting from this RFP, Successful Respondent shall:

- Provide qualified personnel to perform all Services required in this RFP;
- Promptly remove and replace personnel at the request of TAMUS;
- Provide TAMUS written notice of any plan to add, remove and replace personnel; and
- Obtain TAMUS approval of all personnel.

b. In the event Successful Respondent needs to add or substitute personnel during a term of the resulting Contract, Successful Respondent shall provide TAMUS with several qualified candidates as potential replacements. Detailed resumes of proposed personnel replacements must be provided to TAMUS within fifteen (15) calendar days prior to either the proposed start date of any additional personnel or, in the event of substituted personnel, the last working day of the replaced individual. TAMUS shall have the right to conduct an interview of all such personnel. TAMUS shall provide Successful Respondent with written notice of approval or rejection of proposed personnel within three (3) business days of receipt of the resume packet. TAMUS shall have the right to reject assignment of any of Successful Respondent's personnel. Within five (5) calendar days of TAMUS's written notification of rejection, Successful Respondent shall provide TAMUS with additional resumes of proposed individuals for review. This process shall be repeated until TAMUS provides written notice to Successful Respondent of the individual selected. The approved replacement individual must be on-site at TAMUS within fifteen (15) calendar days of selection notice.

c. TAMUS, in its reasonable discretion, may request that Successful Respondent remove a particular individual who is providing Services under the resulting Contract if TAMUS reasonably believes that such individual is not providing the Services as described within this RFP and Successful Respondent, after notice, has been unable to resolve performance issues relative to such individual. Successful Respondent shall provide TAMUS with the resume of qualified replacement individuals on or before the fifteenth (15th) calendar day following the last working day of the removed individual. TAMUS shall have the right to conduct an interview of all such personnel. TAMUS shall provide Successful Respondent with written notice of approval or rejection of proposed personnel within three (3) business days of receipt of the resume packet. TAMUS shall have the right to reject assignment of any of Successful Respondent's personnel. Within five (5) calendar days of TAMUS' written notification of rejection, Successful Respondent shall provide the TAMUS with additional resumes of proposed individuals for review. This process shall be repeated until TAMUS provides written notice to Successful Respondent of the individual selected. The approved replacement individual must be on-site at TAMUS within fifteen (15) calendar days of selection notice.

Unauthorized Removal of any Key Personnel

It is acknowledged that an unauthorized removal of any Key Personnel will interfere with the timely and proper completion of the Contract, to the loss and damage of the System, and that it would be impracticable and extremely difficult to fix the actual damage sustained by the System as a result of any Unauthorized Removal. Therefore, Successful Respondent and TAMUS agree that in the case of any Unauthorized Removal, TAMUS may assess liquidated damages against Successful Respondent as specified below.

For the unauthorized removal of any Key Personnel designated in the applicable Statement of Work, the liquidated damages amount is $50,000.00 per individual if the Successful Respondent identifies a replacement approved by the System and assigns the replacement to the Project to shadow the Key Personnel who is leaving for a period of at least 30 days before the Key Personnel's removal.

If Successful Respondent fails to assign a replacement to shadow the removed Key Personnel for at least 30 days, in addition to the $50,000.00 liquidated damages for an Unauthorized Removal, Successful Respondent must pay the amount of $1,666.67 per day for each day of the 30 day shadow period that the replacement Key Personnel does not shadow the removed Key Personnel, up to $50,000.00 maximum per individual. The total liquidated damages that may be assessed per Unauthorized Removal and failure to provide 30 days of shadowing must not exceed $100,000.00 per individual.

General Terms and Conditions

A. <u>TERMS AND CONDITIONS:</u> TAMUS reserves the right to accept, reject, modify, and/or negotiate any and all submittals received in conjunction with this RFP. It reserves the right to waive any defect or informality in the submittals on the basis of what it considers to be in its best interests. Any submittal which TAMUS determines to be incomplete, conditional, obscure, or which has irregularities of any kind, may be rejected. TAMUS reserves the right to award to the firm, or firms, which in our sole judgment, will best serve our long-term interest.

This RFP in no manner obligates TAMUS to the eventual purchase of any products or services described, implied, or which may be proposed, until confirmed by written agreement, and may be terminated by TAMUS without penalty or obligation at any time prior to the signing of a contract.

The RESPONDENT must include a formal copy of any RESPONDENT terms and conditions applicable to this transaction. Evaluation and acceptance and/or modification of these terms and conditions by TAMUS Office of General Counsel are essential prior to the award of the contract. In the event the RESPONDENT does not supply terms and conditions with their submittal, TAMUS terms and conditions will govern this transaction.

B. GOVERNING LAW: RESPONDENT agrees that, in the event of a dispute, laws of the State of Texas will prevail.

C. NON-DISCRIMINATION: The parties agree that in the performance of any contract they shall not discriminate in any manner on the basis of race, color, national origin, age, religion, sex, genetic information, veteran status or disability protected by law. Such action shall include, but is not limited to the following: employment, upgrading, demotion, transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation. By submitting a submittal, RESPONDENTs certify that they will conform to the provisions of the federal Civil Rights Act of 1964, as amended.

D. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By submitting a state of qualification, the RESPONDENTs certify that they do not and will not, during the performance of this contract, employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986, as amended.

E. DEBARMENT STATUS: By submitting a statement of qualification, RESPONDENTs certify that they are not currently debarred from submitting submittals on contracts nor are they an agent of any person or entity that is currently debarred from submitting bids on contracts.

F. INDEMNIFICATION AND HOLD HARMLESS: The RESPONDENT shall defend, indemnify and hold harmless TAMUS, its officers, employees and agents, against any and all liability of whatever nature which may arise directly or indirectly by reason of the RESPONDENT's performance under the contract. The RESPONDENT agrees to protect the State from claims involving infringement of patents or copyrights.

G. RESPONDENT LIABILITY: The RESPONDENT will be liable for any associated costs of repairs for damage to buildings or other TAMUS property or TAMUS leased property caused by the negligence of the RESPONDENT's employees.

H. EARLY TERMINATION: TAMUS shall have the right to terminate the contract with the RESPONDENT without penalty after a (30) days written notice of termination to the RESPONDENT under the following circumstances:

1. Default of RESPONDENT
   It shall be considered a default whenever the RESPONDENT shall:

   (a) Disregard or violate material provisions of the contract documents or TAMUS instructions, or fail to execute the work according to the agreed upon schedule of completion and/or time of completion specified, including

extensions thereof, or fail to reach agreed upon performance results.
(b) Declare bankruptcy, become insolvent, or assign company assets for the benefit of creditors.

2. Convenience of TAMUS
Termination of the contract services is construed by TAMUS to be in its best interest for serving the community and its students, faculty, and staff.

Note: Any contract cancellation notice shall not relieve the RESPONDENT of the obligation to deliver and/or perform per the contract terms prior to the effective date of cancellation.

I. RESPONDENT PAYMENT/BILLING TERMS: Payment of invoices will be made thirty (30) days after receipt of a correct invoice and approval by the applicable department within TAMUS.

J. CIVIL RIGHTS REQUIREMENTS: All RESPONDENTs must comply with applicable civil rights laws.

K. NON-COLLUSION CLAUSE: The Non-Collusion Affidavit found in **APPENDIX B** must be executed as a part of the RESPONDENT's submittal.

L. ENTIRE AGREEMENT: A contract agreement, when fully executed, shall supersede any and all prior and existing agreements, either oral or in writing, and will contain all the covenants and agreements between the parties with respect to the subject matter of the contract agreement. Any amendment or modification to the contract agreement must be in writing and signed by the parties hereto.

M. SEVERABILITY: It is understood and agreed that if any part, term, or provision of the contract agreement is by the courts held to be illegal or in conflict with any law of the State of Texas, the validity of the remaining portions or provisions shall be construed and enforced as if the contract agreement did not contain the particular part, term, or provision held to be invalid.

N. MODIFICATION OF SERVICE: TAMUS reserves the right to modify the services during the course of the contract. Any changes in pricing and rates proposed by the RESPONDENT resulting from such changes are subject to acceptance by TAMUS.

In the event prices and rates cannot be negotiated to the satisfaction of both parties, the contract may be subject to competitive bidding based upon the new specifications.

O. PUBLICITY: RESPONDENTs must refrain from giving any reference to this project, whether in the form of press releases, brochures, photographic coverage, or verbal announcements, without specific written approval from TAMUS.

Information provided to RESPONDENT by TAMUS, including but not limited to information from the members, officers, agents, or employees of The Texas A&M University System or any of its members, and information provided to RESPONDENT by members of the public or any other third party shall belong to TAMUS

P. INDEPENDENT CONTRACTOR: The successful RESPONDENT agrees that in all respects its relationship with TAMUS will be that of an independent contractor, and that it will not act or represent that it is acting as an agent of TAMUS or incur any obligation on the part of TAMUS without written authority of TAMUS. As an independent contractor, RESPONDENT will be solely responsible for determining the means and methods for performing the services described. RESPONDENT shall observe and abide by all applicable laws and regulations, policies and procedures, including but not limited to, those of TAMUS relative to conduct on its premises.

Q. <u>CONFIDENTIALITY:</u> In accordance with the Texas Public Information Act, Submittals could be subject to public review after the contracts have been executed. RESPONDENTs responding to this submittal are cautioned not to include any proprietary information as part of their submittal unless such proprietary information is carefully identified as such in writing, <u>and TAMUS accepts, in writing, the information as proprietary.</u>

Information created, derived, or otherwise produced by RESPONDENT shall remain the exclusive property of RESPONDENT. RESPONDENT acknowledges any final report or papers will be provided in accordance with this Agreement, and that any information contained in any report or papers, which RESPONDENT believes is confidential under Texas law will be clearly designated as such by RESPONDENT. In the event TAMUS receives a request for public information for any portion of any final report or papers that have been designated by RESPONDENT to be confidential, TAMUS will provide notice to RESPONDENT and RESPONDENT may submit a brief to the Office of the Attorney General, as provided by Chapter 552, Texas Government Code.

R. <u>OWNERSHIP OF DOCUMENTS:</u> Upon completion or termination of any contract agreement, all documents prepared by the RESPONDENT for the benefit of TAMUS shall become the property of TAMUS. At TAMUS' option, such documents will be delivered to TAMUS Procurement Office. TAMUS acknowledges that the documents are prepared only for the contracted services specified. Prior to completion of the contracted services, TAMUS shall have a recognized proprietary interest in the work product of the RESPONDENT.

S. <u>INSURANCE</u>: The RESPONDENT shall obtain and maintain, for the duration of this Agreement or longer, the minimum insurance coverage set forth below. With the exception of Professional Liability (E&O), all coverage shall be written on an occurrence basis. All coverage shall be underwritten by companies authorized to do business in the State of Texas or eligible surplus lines insurers operating in accordance with the Texas Insurance Code and have a financial strength rating of A- or better and a financial strength rating of VII or better as measured by A.M. Best Company or otherwise acceptable to TAMUS. By requiring such minimum insurance, the Owner shall not be deemed or construed to have assessed the risk that may be applicable to RESPONDENT under this Agreement. RESPONDENT shall assess its own risks and if it deems appropriate and/or prudent, maintain higher limits and/or broader coverage. RESPONDENT is not relieved of any liability or other obligations assumed pursuant to this Agreement by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types. No policy will be canceled without unconditional written notice to TAMUS at least ten days before the effective date of the cancellation.

<u>**Insurance:**</u>

Coverage	**Limit**
A. Worker's Compensation	
Statutory Benefits (Coverage A)	Statutory
Employers Liability (Coverage B)	$1,000,000 Each Accident
	$1,000,000 Disease/Employee
	$1,000,000 Disease/Policy Limit

Workers' Compensation policy must include under Item 3.A. on the information page of the workers' compensation policy the state in which work is to be performed for [Member]. Workers' compensation insurance is required, and no "alternative" forms of insurance will be permitted

B. **Automobile Liability**

Business Auto Liability Insurance covering all owned, non-owned or hired automobiles, with limits of not less than $1,000,000 Single Limit of liability per accident for Bodily Injury and Property Damage;

If a separate Business Auto Liability policy is not available, coverage for hired and non-owned auto liability may be endorsed on the Commercial General Liability policy.

Additional Endorsements

The Auto and Commercial General Liability Policies shall name the Texas A&M University System Board of Regents for and on behalf of The Texas A&M University System and the TAMUS as additional insured's.)

C. Commercial General Liability

Each Occurrence Limit	$1,000,000
General Aggregate Limit	$2,000,000
Products / Completed Operations	$1,000,000
Personal / Advertising Injury	$1,000,000
Damage to rented Premises	$300,000
Medical Payments	$5,000

The required commercial general liability policy will be issued on a form that insures the RESPONDENT or its subcontractors' liability for bodily injury (including death), property damage, personal and advertising injury assumed under the terms of this Agreement

D. RESPONDENT will deliver to TAMUS:

Evidence of insurance on a Texas Department of Insurance approved certificate form verifying the existence and actual limits of all insurance after the execution and delivery of this Agreement and prior to the performance of any services by RESPONDENT under this Agreement. Additional evidence of insurance will be provided on a Texas Department of Insurance approved certificate form verifying the continued existence of all required insurance no later than thirty (30) days after each annual insurance policy renewal.

<u>All insurance policies</u>, with the exception of worker's compensation, employer's liability and professional liability will be endorsed and name The Board of Regents for and on behalf of The Texas A&M University System, The Texas A&M University System and TAMUS as Additional Insureds up to the actual liability limits of the policies maintained by RESPONDENT. Commercial General Liability and Business Auto Liability will be endorsed to provide primary and non-contributory coverage. The Commercial General Liability Additional Insured endorsement will include on-going and completed operations and will be submitted with the Certificates of Insurance.

<u>All insurance policies</u> will be endorsed to provide a waiver of subrogation in favor of The Board of Regents of The Texas A&M University System, The Texas A&M University System and TAMUS. No policy will be canceled without unconditional written notice to TAMUS at least ten days before the effective date of the cancellation. ***<u>All insurance policies</u>*** will be endorsed to require the insurance carrier providing coverage to send notice to TAMUS ten (10) days prior to the effective date of cancellation, material change, or non-renewal relating to any insurance policy required in this Section 11.

Any deductible or self-insured retention must be declared to and approved by TAMUS prior to the performance of any services by RESPONDENT under this Agreement. RESPONDENT is responsible to pay any deductible or self-insured retention for any loss. All deductibles and self-insured retentions will be shown on the Certificates of Insurance.

Certificates of Insurance and Additional Insured Endorsements as required by this Agreement will be mailed, faxed, or emailed to the following TAMUS contact:

Name:
Address:
Facsimile Number:
Email Address:

The insurance coverage required by this Agreement will be kept in force until all services have been fully performed and accepted by TAMUS in writing.

T. <u>DISPUTE RESOLUTION</u>: The resolution process provided in Chapter 2260, Texas *Government Code*, and the related rules adopted by the Texas Attorney General pursuant to Chapter 2260, shall be used by TAMUS and RESPONDENT to attempt to resolve any claim for breach of contract made by RESPONDENT that cannot be resolved in the ordinary course of business. RESPONDENT shall submit written notice of a claim of breach of contract under this Chapter to the Executive Vice Chancellor and Chief Financial Officer for TAMUS, who shall examine RESPONDENT's claim and any counterclaim and negotiate with RESPONDENT in an effort to resolve the claim.

U. VENUE: Pursuant to Section 85.18, *Texas Education Code*, venue for any suit filed against TAMUS shall be in the county in which the primary office of the chief executive officer of TAMUS is located.

V. STATE AUDITOR'S OFFICE: RESPONDENT understands that acceptance of funds under this Agreement constitutes acceptance of the authority of the Texas State Auditor's Office, or any successor agency (collectively, "Auditor"), to conduct an audit or investigation in connection with those funds pursuant to Section 51.9335(c), *Texas Education Code*. RESPONDENT agrees to cooperate with the Auditor in the conduct of the audit or investigation, including without limitation, providing all records requested. RESPONDENT will include this provision in all contracts with permitted subcontractors.

W. RESPONDENT shall neither assign its rights nor delegate its duties under this Agreement without the prior written consent of TAMUS.

X. RESPONDENT hereby assigns to purchaser, any and all claims for overcharges associated with any contract resulting from this RFP which arise under the antitrust laws of the United States 15 U.S.C.A. Section 1, et seq. (1973) and which arise under the antitrust laws of the State of Texas, Texas Business and Commercial Code Ann. Sec. 15.01, et seq. (1967).

Y. WARRANTIES: In addition to all warranties established by law, RESPONDENT hereby warrants and agrees that:

All goods and services covered by the agreement shall conform to the specifications or other descriptions set forth in the agreement or otherwise furnished or adopted by TAMUS, and shall be merchantable fit for the purpose intended, of best quality and workmanship, and free from all defects. TAMUS shall have the right of inspection and approval, and may, at RESPONDENT's expense, reject and return nonconforming goods or require re-performance of services which are not in compliance with the requirements of the agreement. Defects shall not be deemed waived by TAMUS's failure to notify RESPONDENT upon receipt of goods or completion of services, or by payment of invoice.

All goods and/or services provided under the agreement shall meet or exceed the Safety Standards established and promulgated under the Federal Occupational Safety and Health Administration (Public Law 91-596) and its regulations effect or proposed as of the date of the agreement.

All goods delivered pursuant to the agreement shall conform to standards established for such goods in accordance with any applicable federal, state or local laws and regulations, unless otherwise indicated in the agreement.

Z. ACCEPTANCE OF SERVICES: All services performed under this agreement shall be to the satisfaction of each agency and in accordance with the specifications, terms, and conditions of the agreement. TAMUS reserves the right to review the services performed and to determine the quality and acceptability of such services.

AA. SALES AND USE TAX: TAMUS, as an agency of the State of Texas, qualifies for exemption from State and Local Sales and Use Taxes pursuant to the provisions of the Texas Limited Sales, Excise, and Use Tax Act. The RESPONDENT may claim exemption from payment of applicable State taxes by complying with such procedures as may be prescribed by the State Comptroller of Public Accounts.

BB. NON-WAIVER OF DEFAULTS: Any failure of the Agencies at any time, to enforce or require the strict keeping and performance of any of the terms and conditions of this agreement shall not constitute a waiver of such terms, conditions, or rights, and shall not affect or impair same, or the right of the Agencies at any time to avail itself of same.

7 REQUIRED FORMS

EXECUTION OF OFFER

RFP01 CIO-15-026
DATE:

In compliance with this RFP, and subject to all the conditions herein, the undersigned offers and agrees to furnish any or all commodities or services at the prices quoted.

A.1 Respondent Affirmation

NOTE TO RESPONDENTS: SUBMIT ENTIRE SECTION WITH RESPONSE.

This execution of offer must be completed, signed, and returned with the respondent's qualifications. Failure to complete, sign and return this execution of offer with the qualifications may result in rejection of the qualifications.

Signing a false statement may void the submitted qualifications or any agreements or other contractual arrangements, which may result from the submission of respondent's qualifications. A false certification shall be deemed a material breach of contract and, at owner's option, may result in termination of any resulting contract or purchase order.

Addenda Acknowledgment

Receipt is hereby acknowledged of the following addenda to this RFP by entering yes or no in space provided and indicating date acquired. Enter "0" if none received.

No. 1 ______ Date ________

No. 2 ______ Date ________

A.2 Signature

By signing below, the Respondent hereby certifies as follows, and acknowledges that such certifications will be included in any resulting contract:

(i) the Response and all statements and information prepared and submitted in response to this RFP are current, complete, true and correct;

(ii) it is not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount trip, favor or service to a public servant in connection with the submitted response or any subsequent proposal. Failure to sign below, or signing a false statement, may void the response or any resulting contracts at TAMUS' option, and the RESPONDENT may be removed from all future proposal lists at this state agency;

(iii) the individual signing this document and the documents made part of the RFP is authorized to sign such documents on behalf of the RESPONDENT and to bind the Respondent under any contract which may result from the submission of the Response;

(iv) no relationship, whether as a relative, business associate, by capital funding agreement or by any other such kinship exists between RESPONDENT and an employee of TAMUS;

(v) Respondent has not been an employee of TAMUS within the immediate twelve (12) months prior to the RFP response;

(vi) no compensation has been received for participation in the preparation of this RFP (ref. Section 2155.004 Texas Government Code);

(vii) all services to be provided in response to this RFP will meet or exceed the safety standards established and promulgated under the Federal Occupational Safety and Health law (Public Law 91-596) and its regulations in effect as of the date of this solicitation;

(viii) Respondent complies with all federal laws and regulations pertaining to Equal Employment Opportunities and Affirmative Action;

(ix) to the best of its knowledge, no member of the Board of Regents of The Texas A&M University System, or the Executive Officers of the Texas A&M University System or its member institutions or agencies, has a financial interest, directly or indirectly, in the Project;

(x) each individual or business entity proposed by RESPONDENT as a member of its team that will engage in the practice of engineering or architecture will be selected based on demonstrated competence and qualifications only;

(xi) if the RESPONDENT is subject to the Texas franchise tax, it is not currently delinquent in the payment of any franchise tax due under Chapter 171, Texas Tax Code, or is exempt from the payment of such taxes. A false certification may result in the RESPONDENT's disqualification;

(xii) under Section 231.006, Family Code, the RESPONDENT or applicant certifies that the individual or business entity named in this contract, bid, or application is not ineligible to receive the specified grant, loan, or payment and acknowledges that this contract may be terminated and payment may be withheld if this certification is inaccurate; and,

(xiii) under Section 2155.006, Government Code, the RESPONDENT certifies that the individual or business entity named in this bid or contract is not ineligible to receive the specified contract and acknowledges that this contract may be terminated and payment withheld if this certification is inaccurate.

RESPONDENT should give Payee Identification Number (PIN) (Formally RESPONDENT ID), full firm name and address of RESPONDENT (enter in block provided if not shown). Failure to manually sign submittal will disqualify it. The person signing the submittal should show title or authority to bind his/her firm in contract. The Payee Identification Number is the taxpayer number assigned and used by the Comptroller of Public Accounts of Texas. Enter this number in the spaces provided on the Execution of Offer.

Payee Identification Number (PIN): ____

Sole Owner should also enter Social Security Number: ______________________________

RESPONDENT/Company: ____

Signature (INK): ____

Name: ____

Title: ____

Street: ____

City/State/Zip: ____

Telephone No.: ____

Fax No.: ____

E-mail: ____

* By signing this RFP, RESPONDENT certifies that if a Texas address is shown as the address of the respondent, respondent qualifies as a Texas Resident Bidder as defined in Texas Government Code, § 2252.001(4).

NON-COLLUSION AFFIDAVIT

The undersigned, duly authorized to represent the persons, firms and corporations joining and participating in the submission of the foregoing Proposal (such persons, firms and corporations hereinafter being referred to as the "RESPONDENT"), being duly sworn, on his or her oath, states that to the best of his or her belief and knowledge no person, firm or corporation, nor any person duly representing the same joining and participating in the submission of the foregoing Proposal, has directly or indirectly entered into any agreement or arrangement with any other RESPONDENTS, or with any official of TAMUS or any employee thereof, or any person, firm or corporation under contract with TAMUS whereby the RESPONDENT, in order to induce acceptance of the foregoing Proposal by said TAMUS, has paid or is to pay to any other RESPONDENT or to any of the aforementioned persons anything of value whatever, and that the RESPONDENT has not, directly or indirectly entered into any arrangement or agreement with any other RESPONDENT or RESPONDENTS which tends to or does lessen or destroy free competition in the letting of the contract sought for by the foregoing Proposal.

The RESPONDENT hereby certifies that neither it, its officers, partners, owners, providers, representatives, employees and parties in interest, including the affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other RESPONDENT, potential RESPONDENT, firm or person, in connection with this solicitation, to submit a collusive or sham bid, to refrain from bidding, to manipulate or ascertain the price(s) of other RESPONDENTS or potential RESPONDENTS, or to obtain through any unlawful act an advantage over other RESPONDENTS or TAMUS.

The prices submitted herein have been arrived at in an entirely independent and lawful manner by the RESPONDENT without consultation with other RESPONDENTS or potential RESPONDENTS or foreknowledge of the prices to be submitted in response to this solicitation by other RESPONDENTS or potential RESPONDENTS on the part of the RESPONDENT, its officers, partners, owners, providers, representatives, employees or parties in interest, including the affiant.

CONFLICT OF INTEREST

The undersigned RESPONDENT and each person signing on behalf of the RESPONDENT certifies, and in the case of a sole proprietorship, partnership or corporation, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief, no member of TAMUS, nor any employee, or person, whose salary is payable in whole or in part by TAMUS, has a direct or indirect financial interest in the award of this Proposal, or in the services to which this Proposal relates, or in any of the profits, real or potential, thereof, except as noted otherwise herein.

Signature ____

Company Name ____

Date ________________________

____
Subscribed and sworn to before me this

__________ day of ________________, 2015.

Notary Public in and for the County of _____________________________, State of

___________________. My commission expires: __________________________

THE EXECUTION OF OFFER AND NON-COLLUSION AFFIDAVIT MUST BE COMPLETED, SIGNED, AND RETURNED WITH RESPONDENT'S SUBMISSION. FAILURE TO SIGN AND RETURN THESE DOCUMENTS WILL RESULT IN THE REJECTION OF YOUR SUBMISSION.

EXHIBITS

Exhibit A:	Tab 1- System Members and Primary Office Locations
	Tab 2- Employee Counts by Managing Organization / System Member
	Tab 3- Employee Counts by Payroll/FEIN
	Tab 4- PeopleAdmin scope of use
Exhibit B:	TAMUS Payroll (Labor) Expense Distribution and Effort Certification
Exhibit C:	Current Interfaces

APPENDIX A – COST SCHEDULES

Respondents are advised to check the results of their cost schedule entries carefully to ensure that the correct figure is populated from spreadsheet to spreadsheet. If an error is found or suspected, please contact the Procurement Officer immediately.

1. Schedule 1 – Summary Cost Presentation
2. Schedule 2 – Consulting Services by Positions
3. Schedule 3 – Other Cost Components
4. Schedule 4 – Development Schedule
5. Schedule 5 – Labor Rates Schedule
6. Schedule 6 – Deliverable Payment Schedule