Specific proposal submission requirements for implementation services are defined in RFP Section 15, Submittal Contents – Technical Proposal for Implementation Services.

The UA System requires that the Contractor 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 the UA System and the Contractor. This document describes the implementation services that are required; however, additional services may be required to ensure implementation success in accordance with the Contractor’s proposed methodology.

The remainder of this document 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 the UA System and the Contractor.

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 Contractor or the UA 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 participate and support the Lead team in successfully completing the activity.

1. Plan Phase
	1. Project Management

*Methodology*

The Contractor 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, such as Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) or IT Infrastructure Library (ITIL).

*Project Manager*

The Contractor 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 dedicated to the System project and should function as the System's primary point of contact with the Contractor. The Contractor’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).

Each institution will have a project contact that will act as liaison between the project and the institution. The larger institutions (UAF, UALR, UAMS) have Project Management Offices (PMO) and will have full-time project management and other team members full-time on the project. The Contractor will be expected to provide project management and leadership for deployment at the smaller institutions. It is expected that these project managers will be shared across multiple institutions.

*Project Charter*

The Contractor 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;
* Project Governance – The description of governance policies and applicable bodies for the project, inclusive of Executive, Steering, Advisory and other committees or councils. A project governance organization chart would also be in this section.
* Roles and Responsibilities – The identification of and contact information for the Contractor’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 or an equivalent tool. The work plan should be developed by the Contractor with input and participation of the System, and include tasks to be performed by the System and Contractor 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 Contractor 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;
* No individual task should be longer than four weeks in duration;
* 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.

Because of the distributed nature of System subject matter experts across the state, the System expects that a high percentage of the cross-institution meetings and discussions will likely be completed using a web collaboration tool. Additional implementation work for individual institutions may also be done remotely using the web collaboration tool. The Contractor should also produce a Staffing Plan that addresses each of the Contractor’s project staff as well as the necessary project staff to be provided by the System. The Plan should indicate an estimate of the time on-site by Contractor staff and work that could be done remotely. 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, and whether the resource will be on-site or off-site. **It is expected that the Staffing Plan will include named resources for all project roles** and if any proposed resources will be working outside the United States

Throughout the project, the Contractor’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 Contractor’s Project Manager shall submit an updated project plan that is resource balanced and loaded for the remaining months’ activities.

*Project Time Reporting*

The Contractor should provide automated project time reporting that integrates with Microsoft Project (or equivalent tool) to support the Project Plan and other required reporting.

By the 15th of each month, the Contractor shall report in MS Excel or other System approved format, actual hours worked during the previous month for each Contractor 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 Contractor must maintain records to support any hours reported for work performed during travel time.

*Status Reporting*

The Contractor shall provide timely and factual project status reporting. The Contractor shall provide weekly status reports to System project management to reflect the major activities for the reporting period. The weekly status report shall serve as the agenda for weekly status meetings. The Contractor may also be required to prepare periodic status reports for sponsors/executive management. 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 Contractor 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.

The System and the Contractor will 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 Contractor 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 Contractor shall communicate and cooperate with all parties involved in the project. The Contractor's staff shall have excellent communication skills and conduct themselves professionally and courteously in all instances.

The Contractor 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 Contractor;
* Required Project Plans; and
* Other reports as required.

*Project Controls, Standards, and Procedures*

The Contractor 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 at project initiation. 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 project involves the replacing and interfacing of systems that maintain confidential, sensitive, and public data. Employees and representatives from the Contractor’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 Contractor 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 while 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** | **Contractor** | **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 |
| 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 |

* 1. Project Team Training

Workday shall provide initial configuration software training to the project team.

* 1. Organizational Change Management

The Contractor 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 Contractor shall partner with System personnel to orchestrate change activities. Contractor 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 Contractor shall deliver a detailed Organizational Change Management Strategy and associated plans (such as 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 Contractor 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 Contractor 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 Contractor shall provide all electronic source documents and graphics used in the development and presentation of communication materials across all delivery channels.

The Contractor shall implement methods to assess the effectiveness of communication events and identify specific recommendations for adjustments. The Contractor 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 Contractor shall develop an End-User Training Strategy and Plan based on a comprehensive end-user training needs assessment conducted by the Contractor 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 Roles for Training to the final design of the System Business Processes, ensuring a transfer of appropriate skills and knowledge for the role;
* 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 for desktop and/or quick reference materials; and
* Sustainment Strategy.

As part of this effort, the Contractor shall:

* Provide a senior Training Lead who can plan, direct and execute end-user training for the System.
* 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 Contractor shall provide all electronic source documents and graphics used in the development and presentation of training across all delivery channels.

The Contractor shall implement methods to assess the effectiveness of the training delivery process and identify specific recommendations for adjustments. The Contractor 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 FMS system on go-live.

*End-User Training Delivery*

The Contractor must provide a senior Training Lead who can plan, direct and execute end-user training for the System. The Contractor shall lead and provide resources for development and delivery of end-user training based on the Training Strategy and Plan. The System expects most end user training will be done with self-paced courses delivered over the web, but there may be curricula that require an instructor-led approach. The Contractor shall lead delivery of end-user training based on the Training Strategy and Plan.

*Organizational Change Management and Communications Delivery*

The Contractor shall provide a senior Change Management Lead for planning and leadership in this area, plus a senior Communications Lead for planning and leadership. For execution of the agreed Change Management and Communications plans, the Contractor shall provide at least 50% of needed change management resources and the System will provide no more than 50% of the resources. These resources will be provided by the System based on an agreed work plan.

**Deliverables:**

* Change Management Strategy
* 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 2: Organizational Change Management Responsibility Matrix**

| **Activity** | **Contractor** | **System** |
| --- | --- | --- |
| Develop Change Management Strategy and Supporting 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 |

* 1. Additional Project Preparation and Planning
* Integration Strategy and Interface Plan (detail included in SOW Section 3.2)
* Conversion Strategy (detail included in SOW Section 3.3)
1. Architect Phase
	1. Business Process Design

The Contractor shall lead work group sessions and provide tools and other services as required to complete the Business Process Design. The System expects the Architect phase will involve input from all institutions in the System, including those in Cohorts 1 and 2. At a minimum, the Contractor’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;
* Inclusion of System subject matter experts (SMEs) representative of all System institutions;
* Identification of change impacts in terms of process, policy, and skill sets;
* Identification of any major policies and/or procedures that will require modification to accommodate the desired configuration and business processes;
* Documentation of resolution of published System Requirements, identifying those that are available as delivered or through configuration, and those that are gaps;
* Alignment on a unified financial structure and reporting format for the System;
* Discovery, analysis and design for integrations and conversions;
* 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 that may lead to development of work-arounds.

**Deliverables:**

* Business process and roles design
* Documented System Requirements resolution;
* Integration requirements for configured and custom interfaces
* Reports Inventory
* Software gaps inventory

**Table 3: Business Process Design Responsibility Matrix**

| **Activities** | **Contractor** | **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 |
| Document resolution of System Requirements  | Lead | Assist |
| Develop Change Impact Assessment document | Lead | Assist |
| Develop Integration & Requirements and Design Document | Lead | Assist |
| Develop Software Gaps Inventory | Lead | Assist |

1. Configure and Prototype Phase
	1. Software Configuration

The Contractor shall lead the configuration of all application software in accordance with business process design. The System expects the Contractor to provide leadership in all functional areas, and provide sufficient resources to work with all institutions. This could mean full-time resources for some of the larger institutions, and shared resources for smaller institutions and for the community college group.

The Contractor 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.

**Deliverables:**

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

**Table 4: Software Configuration Responsibility Matrix**

| **Activities** | **Contractor** | **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 |

* 1. Integration and Interfaces

The System expects the Contractor to lead, manage and coordinate all technical team work. The Contractor should assume that it is the manager for all integrations, interfaces, data conversions, custom reports and similar technical items agreed in this Statement of Work. The System will be responsible for some of the technical work, such as working with extracting data from legacy systems, as agreed in the Statement of Work.

For the purposes of this Scope of Services, integration is defined in broad terms as two 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 systems.

The Contractor shall deliver the inbound and outbound interfaces for the System to process transactions to/from the System systems identified in RFP Appendix 4, *Current Interfaces*.

The Contractor 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 RFP Appendix 4, *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 Contractor 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 Contractor 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 5: Interface and Integrations Responsibility Matrix**

| **Activities** | **Contractor** | **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 |
| Coordinate Integration/System testing of integrations/interfaces to ensure proper operation | Lead | Assist |
| Interface User Acceptance Testing  | Assist | Lead |
| 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 |

* 1. Data Conversion

The Contractor shall be responsible for managing all activities related to converting legacy data to Workday. The System is dedicated to minimizing data conversion to only data required (as determined by the System) for proper system operation.

The Contractor shall develop a detailed Data Conversion Plan document based on RFP Appendix 5, *Current Conversions* 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 Contractor 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;
* Installing, maintaining and operating for the duration of the ERP project, tools to support the design, development, and testing of conversions;
* Performing unit and integration testing of the conversion programs developed by the Contractor;
* 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;
* Managing execution of multiple ‘dress rehearsals’ of the end to end conversion process into a copy of the production environment in test mode prior to final conversion. This includes execution of both extract programs of legacy system data developed by the System and all other processes developed by the Contractor; and
* Adapting and re-running conversion programs as necessary to properly convert and load the data, and for 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 Contractor. Manual conversions are defined as “manual” when the Contractor 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 Contractor 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;
* Contractor loading data extract files provided by the System, and
* Contractor 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 Contractor. 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 6: Data Conversion Responsibility Matrix**

| **Activities** | **Contractor** | **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 |
| Transform and import extracted data into Workday; create crosswalk structures  | 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 |

* 1. Reports, Queries, and Forms

The Contractor 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 Contractor 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; or
	+ Developing custom queries/reports using tools resident to the Workday solution.

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

**Table 7: 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. | 50 |
| 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. | 50 |
| Complex | Greater than 40 hours to complete entire development process, including report design and documentation, development, and testing. | 30 |

In support of the custom reports, queries, and forms deployment, the Contractor 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 Contractor 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 8: Reports, Queries, and Forms Responsibility Matrix**

| **Activities** | **Contractor** | **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 | Lead | Assist |
| 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 |

* 1. Work-around Development

The System is committed to adapting to the best practices inherent in the Workday software and to minimizing the need for “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. The System plans to be responsible for work-around development and testing, if any is required, but may desire to engage Contractor staff for augmentation based on the hourly rates supplied with the Cost Schedules.

* 1. 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 Contractor shall develop a Security Plan that includes the following:

* Compliance with required System security standards;
* Security configuration recommendations based on best practice of separation of duties;
* 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 Contractor 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 Contractor 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 Contractor shall also work with the System’s technical team to establish infrastructure security.

The Contractor 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 Contractor 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 9: Security Configuration Responsibility Matrix**

| **Activities** | **Contractor** | **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 | Lead | Assist |
| Review Templates Submitted by Departments | Lead | Assist |
| Upload Security Templates | Lead | Assist |
| Provide post Roll-out User Security Maintenance | Assist | Lead |
| Monitor Security Compliance | Assist | Lead |

1. Test Phase

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

The Contractor 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 Contractor’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 and all 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 Contractor shall conduct tests in accordance with the approved test plans. All test results must be documented, exceptions analyzed and any software defects corrected. The Contractor 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 Contractor 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 Contractor 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 System technical staff.

The Contractor 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 Contractor 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/environments 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 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** | **Contractor** | **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 |
| 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 |
| 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 |

1. Deploy Phase
	1. Technical Team Training and Knowledge Transfer

The Contractor 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 Contractor’s post-implementation support responsibilities.

The Technical Training Strategy and Plan shall be based on a comprehensive technical training needs assessment conducted by the Contractor 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 Contractor 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 Contractor 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 Contractor 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 FMS system;
* Training on all components of the operating environment that are new to the System; and
* Training on the use of the Contractor’s development tools, system management, and application administration tools.

*Knowledge Transfer Training*

The Contractor shall provide training to core functional, technical, operations, and service desk personnel to facilitate knowledge transfer before conclusion of the Contractor’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 SOW Section 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 11: Technical Training Responsibility Matrix**

| **Activity** | **Contractor** | **System** |
| --- | --- | --- |
| Technical Training Needs Assessment | Lead | Assist |
| 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 |

* 1. Documentation

The Contractor 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 Contractor shall keep documentation current throughout the project.

* 1. Knowledge and Skill Transfer Process

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

The Contractor 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. The System requires a formal sign-off from key Contractor 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 Contractor and System Module Leads

**Table 12: Knowledge Transfer Responsibility Matrix**

| **Activity** | **Contractor** | **System** |
| --- | --- | --- |
| Develop Knowledge Transfer Plans | Lead | Assist |
| Review and Approve Knowledge Transfer Plan  | Assist | Lead |
| Deliver Knowledge Transfer to key System staff | Lead | Assist |
| Monitor Accomplishment of Knowledge Transfer Milestones | Assist | Lead |
| Complete Knowledge Transfer Sign Off | Assist | Lead |

* 1. Implementation / Deployment (Roll-out) Support

It is the intent of the System to deploy Workday system to all institutions as one of two cohorts. 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 Contractor must provide on-site support throughout the entire deployment period. The System requires the services described below at a minimum.

*Deployment Cut-over (Go-Live) Plan*

The Contractor 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 Contractor and System staff for all deployment/cut-over activities; and
* Deployment schedule.

*Production Cut-over (Go-Live) Checklist*

The Contractor shall maintain a Cut-Over Checklist that tracks each activity required to ascertain that the FMS 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 Contractor 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 Contractor team members to provide required functional support for System Departments;
* 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 Contractor 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 13: Deployment Support Responsibility Matrix**

| **Activity** | **Contractor** | **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 |

* 1. Post-implementation Support

The Contractor must provide full post-implementation support for six (6) months after each major Go-Live for all implemented functionality, and to support all year-end closing activities for the first calendar and fiscal year-end, with on-site support required in the period surrounding the Go-Live date. 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 14: Production Maintenance and Support Responsibility Matrix**

| **Activity** | **Contractor** | **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 |

* 1. Release Management Services

The Contractor 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 Contractor will be responsible for all other consulting services required to ensure a successful transition to the new software release, e.g., analysis, testing, and training on new functionality.

**Deliverables:**

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

**Table 15: Release Management Services Responsibility Matrix**

| **Activity** | **Contractor** | **System** |
| --- | --- | --- |
| Provide new release analysis, testing, training, and other services required for a successful upgrade | Lead | Assist |