

**Amendment #2  
 Issued July 27, 2020  
 To  
 State of Washington  
 Office of Financial Management  
 One Washington  
 ERP SaaS Integrator Services  
 RFP 20-200**

**Questions and Answers as of July 21, 2020:**

Answers to questions between July 10 and July 21, 2020.

#	RFP Part & Section Reference	RFP Page #	Question	Answer
1	N/A	N/A	How many internal, dedicated change management, communications and training resources will be provided for the Workday implementation?	The state has a change management advisory group and has engaged the state agencies to define the agencies change management resources. More information can be found on the OneWa site: <a href="https://www.ofm.wa.gov/about/special-initiatives/one-washington">https://www.ofm.wa.gov/about/special-initiatives/one-washington</a>
2	N/A	N/A	Have you engaged end-users in a Change Champion network previously?	Yes. We are using Deloitte to assist in the change management processes. This is gaining traction across the agencies. More information can be found on the OneWa site:

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				<a href="https://www.ofm.wa.gov/about/special-initiatives/one-washington">https://www.ofm.wa.gov/about/special-initiatives/one-washington</a>
3	Section 3.4.10	Page 49	Will development of training materials (job aids, Captivate simulation videos, PPTs, etc.) be created internally or by your partner?	We expect the SI partner's proposal to clearly define the roles and responsibilities of the state and the vendor on all activities, including training. In addition, please refer to <i>Section 3.4.10 Training Services</i> of the RFP. We are asking the vendor to propose the approach they feel is most appropriate for the state of this size and complexity.
4	Section 3.4.10	Page 49	Do you have an internal training team that would be leveraged for a Train-the-Trainer approach?	See the answer to question #3. The state is requesting the SI partners to provide the best approach to address training on new processes across a very federated and decentralized set of agencies.
5	N/A	N/A	Do you plan to have materials translated into any other language besides U.S. English?	According to RCW 74.04.025, the state has the following primary languages to comply with in addition to English - Spanish, Vietnamese, Cambodian, Laotian, and Chinese. Dependent on the user population, any of these languages may need to be accommodated.
6	N/A	N/A	What are some past projects you've executed and how did they go? What were your pain points?	The state has not completed a project of this significance. We do anticipate the project being difficult from a people and process perspective. The state is federated with 123 agencies. Moving to a SaaS system for the ERP, the state is looking for an SI partner that can assist in deploying the

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				ERP using best practices and applying standardization across of the state.
7	N/A	N/A	How large is your recruiting team? Is it centralized or decentralized?	<p>Today, human resource functions are largely decentralized, with medium and large state agencies having their own internal HR shops. These range in size from a handful of staff responsible for onboarding and compliance to 200-person HR shops that provide a wide range of HR services (recruiting, training and development, classification and compensation, etc.). Still other small agencies or independent commissions receive centralized support from larger, central service agencies.</p> <p>Finally, there is a State Human Resources division within the Office of Financial Management responsible for administering some core HR systems (but not every HR system in use statewide) as well as handling centralized bargaining and policy work.</p> <p>For recruiting specifically, some state agencies rely entirely on careers.wa.gov for posting of job announcements and do no custom recruiting. Other agencies (typically ones) may have teams of recruiters handling specialized recruitments for hard-to-fill positions.</p>

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8	Section 2.22 and 3.1	Page 39 & 42	Can you provide the Diversity Participation form that is required for Section 9?	<p>Refer to <i>Section 2.22 Diversity Participation – Small Business &amp; Veteran-Owned Business Participation (M)</i>.</p> <p>In addition, refer to <i>Section 3.1 Letter of Submittal</i>, item #9. “Disclose whether the bid has any diversity participation in the Response. Include a statement indicating whether the Bidder and/or any of its proposed subcontractors meet the definition of Washington Small Business or Veteran Owned Business.</p>
9	Section 1.11	Page 30	Can you please tell me if a certified Workday pattern is preferred or is it acceptable for a firm to partner with a 3rd party vendor for the technical integration?	<p>See Amendment 1, question #1.</p> <p>In order to propose the vendor must be a certified implementer of Workday as shown in <i>Section 1.11 Overall RFP Selection Process</i> of the RFP.</p>
10	N/A	N/A	Can we get the list of Vendors who are submitting the Intent to Propose?	We have received intent to propose emails from the following firms: Deloitte Consulting, Collaborative Solutions, PeoplesTech and Code Smart. Keep in mind the intent to propose notification is optional.

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11	Section 2.27	Page 40	<p>As per below, page 40 of the RFP references a document titled: SaaS ERP System Integrator Services – Contract.docx</p> <p>Bidder exceptions to the sample contract terms and conditions, additional, or alternate terms and conditions must be submitted by Bidder with its Response by the Response due date. The Bidder should review the SaaS ERP System Integrator Services – Contract.docx and identify any exceptions or concerns along with proposed alternate and/or additional terms and conditions the Bidder would like to identify.</p> <p>We are unable to locate this document on WEBS or within the proposal documents. Would the State please provide?</p>	<p>This reference is in error. This paragraph will be removed from this page.</p> <p><del>Bidder exceptions to the sample contract terms and conditions, additional, or alternate terms and conditions must be submitted by Bidder with its Response by the Response due date. The Bidder should review the SaaS ERP System Integrator Services – Contract.docx and identify any exceptions or concerns along with proposed alternate and/or additional terms and conditions the Bidder would like to identify.</del></p> <p>Refer to <i>Section 5 Terms and Conditions</i> and use the form in <i>Section 5.43</i> for any exceptions to the terms in the RFP in your Section 11 of the response.</p>
12	Amendment 1	Page 3	<p>The State’s response to Question #3 says, “There is a 22 MB limit to attachments sent to the address above. If it is anticipated that your</p>	<p>No. Multiple emails are allowed for the vendor’s response. The vendor should mark the submittals appropriately.</p>

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			submission will exceed this limit it is recommended that you send the final documents in a compressed zip file. The vendor assumes all responsibility for documents being in compliance with the size requirement.” At the pre-proposal conference it was indicated that the State will allow multiple emails. Does the size requirement need to total 22 MB even with multiple emails?	
13	N/A	N/A	Can you please clarify the submittal requirements – hard copies and how many or do we upload to WEBS?	<p>The submittal is electronic and is requested to be sent to:</p> <p>Kristy Brodersen, OFM RFP Coordinator Email: <a href="mailto:OneWaERPProc@ofm.wa.gov">OneWaERPProc@ofm.wa.gov</a></p> <p>Bidder Responses due, 10:00 a.m. local time, Olympia, WA.</p>
14	N/A	N/A	While Time Tracking is mentioned as a SKU they intend to acquire, there are no functional requirement called out. Though the Appendix A - RFP Tables attachment mention is made to several discrete times that are flagged for consideration. Can you please clarify?	Time Tracking is part of the roadmap for the implementation on page 26 of the RFP. In addition, there are several agencies that have separate time tracking systems, as shown in <i>Appendix A – RFP Tables</i> , that may need to be integrated or replaced.

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15	N/A	N/A	It appears that the State has several different systems in place to track positive work hours; is the goal to consolidate those into a single, time tracking system within Workday?	Several agencies use a separate time tracking systems. The State has included the <i>Appendix A – RFP Tables</i> to identify where additional systems will remain and require integration with Workday. For those agencies that do not have a separate time keeping system, the Workday system will be used to track time necessary to process payroll.
16	N/A	N/A	If time tracking is consolidated into Workday, will administration be managed centrally, or will a distributed model be leveraged?	The state will look to the SI on defining the business process and model that will best support the State’s and Agency’s needs.
17	N/A	N/A	If consolidating of time tracking systems is not an objective; how many discrete systems are in place that will need to be integrated?	The number of systems in use today are provided in the <i>Appendix A – RFP Tables</i> . Currently, the Department of Transportation, the Department of Child Youth and Families, and the Department of Ecology are using a separate time tracking system.
18	N/A	N/A	What scheduling system (3rd party or custom) is in use today for law enforcement and/or fire?	The number of systems in use today are provided in the <i>Appendix A – RFP Tables</i> . This file is intended to provide these details to the vendor to determine what systems are intended to be integrated, replaced, or considered to be either replaced or integrated. We look to the selected SI to help the State determine the best technical footprint.

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19	N/A	N/A	Is the intent to replace or integrate this system?	See the answer to question #18.
20	N/A	N/A	Several discrete leave systems are called out in Appendix A – RFP Tables, can you confirm the usage of “leave” is inclusive of Leave of Absence (LOA) and Time Off (e.g. Vacation and Sick)?	Yes. This is correct.
21	N/A	N/A	The State has called out several different systems in place to exception hours (e.g. LOA or time off); is the intention, the degree possible and supported by functionality consolidate those into a single Absence experience within Workday?	See the answer to question #18.
22	N/A	N/A	If absence systems are consolidated, will administration be managed centrally, or will a distributed model be leveraged.	See the answer to question #16.

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23	N/A	N/A	Can you confirm that the State currently self-administers Leaves of Absence (LOA), or is a third-party administrator leveraged?	The state currently self-administers all leave, including protected leaves under FMLA and PFL. This administration occurs at the agency level.
24	N/A	N/A	Will the State of WA be using the NASPO contract as the purchase vehicle? Is that a requirement?	The NASPO contract is not the contract vehicle for the SaaS ERP System Integrator Services.
25	N/A	N/A	Is OFM using custom or standard organizations in Workday System?	OFM has made no decisions on how to use Workday. They are seeking to hire an SI that will advise the state on how to use the Workday systems to best meet the business needs of the state, and complete a full business transformation.
26	N/A	N/A	Is OFM going to implement the HR system using Job Codes, Position Management, or Partial Position Management?	OFM does not know enough about what these decisions would mean and looks hire an SI who will advise the state on the best practices available in the Workday application that will meet the business needs of the state.

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27	N/A	N/A	How is OFM going to manage Business Process – Single Definitions or Multiple Definitions?	OFM will work with the SI to determine what new business processes will be necessary to meet the state’s and agency’s business needs.
28	N/A	N/A	How has OFM considered how to manage job overlapping situations?	No. These business decisions are expected to be determined through the project activities based on the best practices in the software and the advice and guidance of the SI.
29	N/A	N/A	Will Evergreen and Job Requisitions both be used in Recruitment module?	The intent is to use the recruitment module to support hiring across the state. The “how” is not pre-defined and the state is looking for an SI that will guide the state on how to best use Workday to meet the business needs.
30	N/A	N/A	How is OFM going to integrate the OneWashington initiative with each Agency knowing that Agencies have multiple differing applications that will require integration?	Refer to <i>Appendix A – RFP Tables</i> . The state is looking to replace as many duplicate systems as possible, and to set a standard set of business processes to support the state and the agencies.
31	N/A	N/A	In Learning management system, will there be classroom training courses or blended courses?	The learning system will be used to support the training needs of the state and the agencies. How to best use the system will be determined during implementation with guidance from the SI.
32	N/A	N/A	How many years of transactional data does OFM plan to convert?	OFM will need to work with the SI to determine the best conversion approach for the data based on

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				the business needs of the state and the agencies. There is not a predetermined amount of data defined at this time. OFM understands that to be successful in business transformation, data conversion may be limited.
33	N/A	N/A	What system is the finance data being transferred from and into Workday? Is the system data normalized per Workday guidelines?	There are several systems that have financial data, such as AFRS, TRAINS and other agency systems used for financial activity. The SI will need to assist the state and agencies on determining the final systems to be replaced with Workday, along with the data that will need to be placed into Workday. These systems are identified in the <i>Appendix A – RFP Tables</i> . No data has been normalized, and the state will look to the SI to assist in identifying what systems to replace with Workday along with the amount of data to be converted. This is a true business transformation project for the state and all agencies, and the intent is to consolidate the technology footprint for the ERP and use a standard set of business processes across the state to gain efficiencies.
34	N/A	N/A	When are your union contracts scheduled to end?	Labor contracts are bargained on a biennial basis. Current contracts are set to expire June 30, 2021. They are currently being renegotiated for an effective date of July 1, 2021 to June 30, 2023.

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35	N/A	N/A	How much variation is there between each union contract, and non-union members?	The union contracts vary especially as it relates to wages and some ancillary benefits. This is further exacerbated with union contracts that have interest arbitration as their impasse procedure. From an administration standpoint (classification, hours of work, etc.), there is a desire to keep the contracts in alignment as much as possible unless business reasons dictate otherwise (24/7 positions, reliefs, etc.). As a general rule, the further you get from wages the more aligned the contracts become. Per law, health care is bargained as one agreement and retirement is a prohibited subject of bargaining. With the notable exception of salary increases afforded to represented positions, the employer tries to extend the same benefits to non-represented positions through civil service rules.
36	N/A	N/A	Are SI's able to recommend alternative timelines / approaches? Is there any tolerance for HR first?	Yes. See the RFP, page 25. However, the financial system replacement is the most critical for the state.  <i>“The Bidder is encouraged to propose an implementation timeline considered the best for the State based on its experience implementing the Workday Cloud Suite.”</i>

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37	N/A	N/A	Will the state allow for offshore resources (I.e. India) to remotely participate on the SI project team? How about select out of country out of country resources (I.e. Canada)?	No. The state expects all work to occur in the United States.
38	N/A	N/A	Does the state have limitations or any requirements around the co-location of project team resources (I.e. COVID restrictions)?	No. The state will have facilities to co-locate the project team. With COVID-19, we ask the vendors to describe how they will perform the work during the pandemic. See <i>Section 1.9 COVID-19 And Implementation Timeline</i> of the RFP.
39	N/A	N/A	As part of this transformation, can an SI introduce other software technologies that might improve overall operations at OFM?	Yes. The vendor can identify any processes, tools or third-party packages. See <i>Section 2.7 Consideration of Responses</i> of the RFP.
40	N/A	N/A	Do you intend to continue to use Informatica for integration infrastructure layer / data orchestration? Would you consider other technologies as part of this transformation?	Yes. See <i>Section 3.4.6 Integrations and Interfaces</i> of the RFP.  The vendor can identify any processes, tools or third-party packages. See <i>Section 2.7 Consideration of Responses</i> of the RFP

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41	N/A	N/A	Is The Hackett Group currently benchmarking across all agencies or just specific state agencies?	The Hackett Group evaluated the state's finance function across the enterprise in the 2019 timeframe.
42	N/A	N/A	What is your openness to RPA and RPA technology to help streamline processes across the state?	This is a business transformation project. The state looks to use technology, including RPA, to streamline and improve business processes across the state.
43	N/A	N/A	How open to change and adopting new technology is the state generally? Are there any state agencies that are resistant to change and technology adoption?	<p>The state understands this is a large, complex project and will require change management. The state has invested in change management and has asked the vendors to propose how they will work with the state and the agencies to address change.</p> <p>See <i>Section 3.4.12 Change Management Approach</i> of the RFP.</p>
44	N/A	N/A	Will there be any agency consolidation through this transformation?	The state has 123 agencies that will participate in the project in some form or another. The state is looking to reduce the technology footprint for ERP related software across the state. See <i>Appendix A – RFP Tables</i> for systems that are targeted to be replaced or being considered for replacement with Workday.

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45	N/A	N/A	What types of transformation projects have the agencies recently done?	See the answer to question #6.
46	N/A	N/A	Is there a possibility of extending the deadline for submitting clarifying questions?	The state will not intend to extend the deadline for questions.
47	N/A	N/A	Has the State of Washington identified this team and these roles?	The state has identified the business owners and subject matter experts and is building out the OneWa team in preparation for the implementation. The State has requested roles and responsibilities and level of effort be supplied in their SOW response to assist in identifying the right level of state resources that will be required.
48	N/A	N/A	Is the State asking the System Integrator to play these roles, or will there be a separate procurement for these resources?	There is not a plan to procure additional resources outside the state to support the implementation. See the answer to question #47.

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49	N/A	N/A	Is the Costresponse.pdf (pg. 41) in a separate file being provided by the state or is this for the submitter to construct as we deem appropriate?	<p>We are requesting the vendor response include a separate cost response document, and a completed separate pricing workbook.</p> <p>See <i>Section 2.28 Response Format Checklist (M)</i> of the RFP.</p>
50	N/A	N/A	Can the due date for the RFP responses be extended?	The state is not considering an extension on the response due date.
51	N/A	N/A	Given the current economy and the reduced state budget, will this program start and be budgeted as per the given schedule? Will furloughs of existing employee's impact the schedule?	At this time, the schedule provided in the RFP remains.
52	N/A	N/A	Workday has a very selective certified-partner list, the RFP criteria being only certified partners with 5 similar Govt agency experiences (references) further reduces that list, this provides a very short list of qualified vendors to respond to this RFP. Does OFM have any sort of relationship with any of these potential RFP respondent companies?	<p>The minimum criteria, <i>Section 1.11 Overall RFP Selection Process</i> of the RFP defines the selection criteria. See Amendment 1, answer to question #1.</p> <p>OFM has worked with many vendors, in many contractual relationships.</p>

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53	N/A	N/A	Has Workday reached out to any certified partners to tell them any details of OFM's decision to purchase and implement Workday and discuss collaborative details other respondent companies would not have access to?	The state is not involved in Workday's communications with its partners. This is a competitive procurement and is being treated as such.
54	N/A	N/A	Workday is not known as a leading player in government and particularly not proven as a Financials and Supply chain product for government, this lack of depth may result in costs that could turn very significant. Given that Workday is not a tenured and proven solution in Financials Modules implementation, how is OFM managing the costs and gaps in this area?	Workday was selected based on the functionality available in the system, and the state's Due Diligence Process. OFM will manage the implementation between Workday and the selected SI.
55	N/A	N/A	Is it realistic that OFM expecting a vendor to respond within the short timeline, as stated in the RFP, for such a complex and critical initiative that impacts the whole of state government?	OFM has provided 6 weeks for vendors to respond.

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56	N/A	N/A	Does OFM have a <b>shortlist of Workday certified partners</b> already in place?	<p>Workday has provided a link to the following certified partners:</p> <p><a href="https://www.workday.com/en-us/company/partners/services-partners.html?q=&amp;partnerType=Services%20Partner">https://www.workday.com/en-us/company/partners/services-partners.html?q=&amp;partnerType=Services%20Partner</a></p> <p>We will evaluate based on the minimum criteria in the RFP.</p>
57	N/A	N/A	What was the selection process/criteria that OFM followed to choose Workday as a technology platform (SaaS)? What other solutions were considered?	<p>OFM conducted a thorough Due Diligence Selection process using the NASPO contracts. Four software solutions were evaluated through this process: CGI Advantage, Oracle, SAP and Workday.</p>
58	N/A	N/A	What are the current solutions OFM has in place that is being replaced by Workday? How does this current solution set integrate with other agencies?	<p>See <i>Section 1.5.4 Legacy System Environment</i> of the RFP, and <i>Appendix A – RFP Tables</i> for a list of systems being replaced, integrated or considered for replacement.</p>

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59	N/A	N/A	Does OFM has any plans to give additional time for bidders to respond?	The state does not intend to extend the due date for the response.
60	N/A	N/A	Do you want vendor to have single definitions of Business Processes or to make multiple copies of Business Processes based on multiple criteria?	We look to the SI to assist with the business transformation where the appropriate business processes are defined to meet the state's needs.
61	N/A	N/A	Is there any situation where a single employee can have multiple jobs within/across govt. agencies?	Yes.
62	N/A	N/A	Will Evergreen and Job Requisitions both will be used in Recruitment module?	See the answer to question #29.
63	N/A	N/A	What kind of performance matrix will be used for Performance Management? Ex. 9 Box, 360 Feedback?	There are no pre-defined expectations on how to use performance management. We look to the SI to provide advice and guidance on how to use Workday to transform the business operations.

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64	N/A	N/A	Does OFM expect vendors to implement half yearly or yearly goal settings?	There are no pre-defined expectations on how to use goal settings. We look to the SI to provide advice and guidance on how to use Workday to transform the business operations.
65	N/A	N/A	In Leave Management, will there be time off's and absence plans in the Workday system?	Yes. The state intends to track absences in the Workday application where appropriate.
66	N/A	N/A	How many years of transactional data is vendor supposed to migrate from different systems to the new Workday system?	See the answer to question #33.
67	SaaS ERP SI – Pricing Forms.xlsx	Estimated Metrics and Rates tab, Section 3 Rate Card for Services	In Section 3, there is no ability to insert rows should we require more than 8 roles per complexity category. Please provide guidance.	If additional roles are needed for any service, please say “See Cost Response for additional roles” in the Comments section for that service. Include a table with the same headings as the Rate Card (i.e., service, role, rate per hour, and comments) for the additional roles within the separate Cost Response document.

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				<p>This will also impact the Estimated Hours table for that service located on the Estimated Metrics and Rates tab. Comment “See Cost Response for additional roles” for the appropriate service. Include an Estimated Hours table for the additional roles within the separate Cost Response document.</p> <p>Ensure that the service and complexity for which the additional roles, hours, and associated rates are needed is clear in your response.</p>
68	SaaS ERP SI – Pricing Forms.xlsx	Estimated Metrics and Rates tab, Section 3 Rate Card for Services	Cells D67 through D70 are restricted to numeric values only. The column is for a role name which will require alphabetic characters. Please provide guidance.	To work around this, please copy and paste the text into the cells rather than typing directly. This will override the numerical restriction. Follow these same instructions if these restrictions are found elsewhere in the document.
69	SaaS ERP SI – Pricing Forms.xlsx	Data Conversion Services tab	On the Data Conversion Services tab, cells I22 through the end of the sheet are locked and do not accept input. Please provide guidance on how to provide this information.	Utilize the Comments section, Column J, beside the locked cells to enter the information meant for Column I.

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70	SaaS ERP SI – Pricing Forms.xlsx	Interfaces, Other Software and Estimated Cost by Phase tabs	On the Interfaces, Other Software, and Estimated Cost by Phase tabs, please clarify what is expected in the cells labeled “On-Going Annual Cost” and for what time periods this data is to cover.	<p>For the Other Software tab, indicate the expected annual subscription cost of additional software proposed, if needed.</p> <p>For the Estimated Cost by Phase tab, please list any Post Implementation Support costs for each phase. Consider costs that may be incurred up to 10 years from project kickoff.</p>
71	SaaS ERP SI – Pricing Forms.xlsx	Vendor Checklist tab	On the Vendor Checklist tab, please clarify the time period expected for the figure in cell D29 “On-Going Annual State and City Sales Tax (FOB)”.	Consider costs that may be incurred up to 10 years from project kickoff.