

**REPORT FROM**

**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

---

Date: March 10, 2022

CAO File No. 0150-11611-0001

Council File No. 20-0313

Council District: All

To: Office of the Mayor  
City Council

From: Matthew W. Szabo, City Administrative Officer

for

Reference: Information Technology Agency Report dated March 10, 2022

Subject: **AMENDMENT NO. 1 TO THE PERSONAL SERVICES CONTRACT WITH  
WORKDAY, INC FOR THE HUMAN RESOURCES AND PAYROLL SYSTEM  
(C-135368)**

---

**RECOMMENDATIONS**

That the Mayor and Council:

1. Authorize the General Manager of the Information Technology Agency, or his designee, to execute Amendment No. 1 to Contract No. C-135368 with Workday, Inc. to implement a phased-in approach to the Human Resources and Payroll system go-live and to increase the total contract not to exceed amount from \$62,109,339.70 to \$76,773,479, subject to the approval of the City Attorney; and,
2. Transfer \$14,262,217 from the Reserve Fund No. 101, Department No. 62, through the General Fund No. 100, Unappropriated Balance Department No. 58, and appropriate therefrom to the General Fund to fund the increased costs associated with the delay of the HRP Project, as listed below:

**TO:**

<u>FUND</u>	<u>DEPARTMENT</u>	<u>ACCOUNT</u>	<u>AMOUNT</u>
100/32	Information Technology Agency	003040, Contractual Services	\$ 13,319,717
100/10	City Administrative Officer	003040, Contractual Services	942,500
<b>TOTAL</b>			<b>\$ 14,262,217</b>

**SUMMARY**

The Information Technology Agency (ITA), in conjunction with the Personnel Department, the Office of the Controller, and Office of the City Administrative Officer (CAO), has been working to replace the City's existing 20-year-old PaySR payroll system with a new Human Resources and Payroll (HRP) solution.

In 2018, the City issued a Request for Proposals soliciting bids from vendors offering an off-the-shelf system that could meet City requirements with few customizations (C.F. 18-0600-S43). The vendor Workday, Inc. (Workday) was selected and began project implementation in April 2020 with system implementation projected to end December 2021. However, on September 3, 2021, the Information Technology Oversight Committee, comprised of the Mayor's Office, Office of the Chief Legislative Analyst, and the CAO, approved a report submitted by ITA on the status of the HRP project, recommending the need to shift to a phased deployment that would delay the project by one year (C.F. 20-0313).

The original project schedule assumed a 21-month implementation timeline with a go-live date of January 2022. As ITA has reported, the testing phases have experienced delays primarily due to the impacts of the COVID-19 Pandemic on the project, including the inability of testers to be co-located with the project teams to review findings and resolve issues, and the substantial loss of department HR and payroll subject matter experts and project staff as a result of the City's Separation Incentive Program. After weighing many factors, such as readiness, user impacts, effort, risk, and cost, the HRP Steering Committee, comprised of Personnel, Controller, ITA, and the CAO, recommended a phased implementation approach in 2022 as the best opportunity for success. On November 24, 2021, Council adopted the Personnel, Audits, and Animal Welfare Committee, Information, Technology, and General Services Committee, and Budget and Finance Committee reports that concurred with this approach. In accordance with Council direction, the HRP Project Steering Committee has been reporting to Council monthly on the status of the project (C.F. 20-0313-S2).

The phased approach results in the City implementing modules at two different points in 2022: April and December. ITA is requesting to execute Amendment No. 1 (Amendment) to Contract C-135368 (Contract) with Workday to implement a phased project implementation approach which would result in an increase to the total contract compensation limit from \$62,109,339.70 to \$76,773,479 to accommodate the project cost increase. This increase includes a contingency of approximately 15 percent of the total professional services fees through the life of the Contract. The term of the Contract remains the same at 10 years through June 30, 2029. While the project implementation period is approximately three years, the overall Contract term of 10 years allows for payment of annual licensing fees.

Prior to the implementation timeline delay, the HRP project was fully funded and expenditures have been within budgeted amounts, including some use of contingency funds. \$23.3 million has been budgeted for Contractual Services expenditures for the project to date. The estimated General Fund impact of the proposed phased implementation, however, is an additional \$14.3 million. This impact includes increased costs for Workday (\$11.8 million), the PaySR contractors to continue maintenance of PaySR throughout 2022 (\$688,000), testing tools (\$834,933), and consultant services for Quality Assurance (\$942,500). It should be noted that the total cost increase to the Workday Contract due to the change to the project implementation is \$13.2 million. Of this amount, \$1.4 million remains unexpended within the current year appropriation of \$14.2 million. Therefore, the balance of \$11.8 million is the impact associated with the Workday Contract.

This Office recommends that the full anticipated cost increase associated with the phased implementation approach, \$14.3 million, be appropriated from the Reserve Fund. The contract for the Quality Assurance consultant is administered by the CAO in accordance with Council direction (C.F. 20-0313) and, therefore, this amount will need to be appropriated to this Office in order to pay for this service. The cost increase of \$14.3 million assumes an April 2022 go-live of the first module. Should the first module be delayed beyond April 2022, project costs could increase which would require additional funding.

Workday has complied with all applicable City contracting requirements. In accordance with Charter Section 1022, the Personnel Department determined that City employees do not have the expertise to perform the entire scope of work proposed to be contracted.

### **FISCAL IMPACT STATEMENT**

The impact to the General Fund is \$14,262,217 and is recommended to be transferred from the Reserve Fund to pay for the increases in project costs associated with the change in the project implementation timeline. The impact to the General Fund is limited to the availability of funds appropriated for this purpose. Future appropriations required under the proposed Amendment will be addressed as part of the annual budget process.

### **FINANCIAL POLICIES STATEMENT**

The appropriation of funds from the Reserve Fund for the Human Resources and Payroll (HRP) project is in compliance with the City's Financial Policies, as the appropriation for increased implementation costs is associated with unanticipated expenses for a project that was approved in the 2021-22 Adopted Budget.

### **Attachment**

Cc: Ted Ross, Information Technology Agency  
Joyce Edson, Information Technology Agency  
Tita Zara, Information Technology Agency  
Raelynn Napper, Information Technology Agency

**TED M. ROSS**  
GENERAL MANAGER  
CHIEF INFORMATION OFFICER

**JOYCE J. EDSON**  
EXECUTIVE OFFICER

**MARYAM ABBASSI**  
ASSISTANT GENERAL MANAGER

**BHAVIN PATEL**  
ACTING ASSISTANT GENERAL MANAGER

**TITA ZARA**  
ACTING ASSISTANT GENERAL MANAGER

# CITY OF LOS ANGELES

CALIFORNIA



**ERIC GARCETTI**  
MAYOR



INFORMATION TECHNOLOGY AGENCY

CITY HALL EAST  
200 N MAIN ST, ROOM 1400  
LOS ANGELES, CA 90012  
213.978.3311

[ita.lacity.org](http://ita.lacity.org)

March 10, 2022

REF: EXE-036-22-Revision 2

Honorable Eric Garcetti  
Mayor, City of Los Angeles  
Room 303, City Hall  
Los Angeles, CA 90012

Attention: Heleen Ramirez, Legislative Coordinator

Subject: **REQUEST FOR PERSONAL SERVICES CONTRACT AMENDMENT NO. 1 – FOR HUMAN RESOURCES AND PAYROLL SYSTEM WITH WORKDAY, INC. (C-135368)**

Attached for your review and approval is contract Amendment No. 1 to Contract C-135368 with Workday, Inc., to 1) implement a phased-in approach to system go-live to ensure the overall success of the project, and 2) to increase the contract limit from \$62,109,339.70 to \$76,773,479.00 to accommodate the increase in the cost associated with the change in the project implementation.

## Background

A Request for Proposals (RFP) was released in July 2018 seeking proposers for the City's new HRP system. More than 1,600 requirements developed in coordination with all City departments through numerous meetings and focus groups were included in the RFP. The two primary objectives of the RFP were to 1) select a core human resource and payroll solution that can be implemented to meet the urgent need to replace the City's existing PaySR application, and 2) select a solution that provides a platform that can incorporate future payroll or human resource management functionality in subsequent phases.

The City received a total of five proposals to the RFP by the September 13, 2018, deadline. Three of the five proposals were found to meet the minimum implementation experience requirements identified in the RFP and were evaluated. A multi-departmental evaluation team, comprised of staff from the Controller, Personnel Department,

Information Technology Agency (ITA), City Administrative Officer (CAO), Police Department, Department of Transportation, and Department of Recreation and Parks, reviewed the proposals. The evaluation team reviewed the submitted written proposals and video presentations from the vendors, as well as onsite system demonstrations where the vendors were given three weeks to configure their system to demonstrate the system's functionality in response to specific scenarios provided by the City. Ultimately, the evaluation team and the HRP Steering Committee selected Workday as the most qualified proposer. The effective start date of this contract was April 9, 2020.

The original project timeline assumed a 21-month implementation timeline and a go-live date of January 2022. However, the testing phases were not completed as quickly as planned, primarily due to the impacts of the COVID-19 pandemic on the project, which reduced collaboration, slowed the pace of multiple project activities, and impacted the ability to test at the pace needed to maintain the project timeline. Executive Sponsors, Project Management for both the City and Workday, and project team members made numerous adjustments and course corrections. Nevertheless, the project was not able to meet the original go-live date for all modules and functionalities.

On September 3, 2021, to ensure the overall success of the project, the HRP Oversight Committee, comprised of the Personnel Department, Office of the City Controller, ITA, and CAO recommended that the City instead implement a phased approach for system go-live (C.F. 18-0600-S43). This approach would stagger the release of the HRP modules with Phase 1 expected to go-live in April 2022, and Phase 2 in December 2022.

On November 24, 2021, Council adopted the Personnel, Audits, and Animal Welfare Committee, Information Technology, and General Services Committee, and Budget and Finance Committee reports that concurred with this approach (C.F. 20-0313)

At Council's direction, ITA and Workday, Inc., would like to amend the contract to 1) implement a phased-in project implementation approach to ensure the overall success of the project, and 2) to increase the contract limit from \$62,109,339.70 to \$76,773,479.00 to accommodate the increased cost associated with the change in the project implementation.

A new Charter 1022 report was not required by the CAO for this amendment since despite the Statement of Work being amended to change the timing of the system roll-out, the services are changing in substance.

The Iran Contracting Act of 2010 compliance affidavit was executed on September 6, 2018.

The Disclosure Ordinance affidavit is still valid. Workday is renewing its First Source Hiring and Equal Benefits ordinance affidavits and will have them verified before the amendment's attestation.

The Bidder Certification CEC Form 50 and the Ethics CEC Form 55 were completed by the Contractor during the RFP process; the CEC 55 was filed with the Ethics Commission on November 15, 2018.

The Contractor Responsibility Questionnaire was filed and verified by the Authorized DAA Representative in Public Works on October 10, 2019.

The ACORD certificate meets the Risk Manager's minimum insurance requirement for General and Professional liability (CA # 3034383 expires 5/01/22); Workday is in the process of uploading an Acord for Workers' Compensation insurance.

The headquarters address and workforce information is as follows:

6110 Stoneridge Mall Road  
Pleasanton, CA 94588

% of Workforce Residing in the City: 0.10%

The City Attorney has reviewed and approved Amendment No. 1 to Contract C-135368 as to form.

The vendor possesses a valid Business Tax Registration Certificate.

### **Fiscal Impact**

The change to a phased-in implementation of the HRP system will have a General Fund impact of about \$14,262,217.00 (Fourteen Million Two Hundred Sixty-Two Thousand Two Hundred Seventeen Dollars).

Honorable Eric Garcetti

March 10, 2022

Page 4

## **Recommendation**

That the General Manager of the Information Technology Agency, or his designee, be authorized to execute Amendment No. 1 to Contract C-135368 with Workday, Inc., to increase the contract authority from \$62,109,339.70 to \$76,773,479.00 and update the Statement of Work in order to implement a phased-in approach to bringing the new Human Resources and Payroll system online.

Please contact Tita Zara, Acting Assistant General Manager, at (213) 978-3346 with any questions.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ted Ross".

Ted Ross  
General Manager

## **Attachment**

ec: Maria Cecilia Ramos, CAO  
Tita Zara, ITA  
Joyce Edson, ITA  
Raelynn Napper, ITA  
Marc Magallanes, ITA  
Maggie McNally, ITA

AMENDMENT NO. 1 TO CONTRACT C-135368

between

CITY OF LOS ANGELES

and

WORKDAY, INC.

THIS FIRST AMENDMENT TO CONTRACT NO. C-135368 ("First Amendment") is made and entered into by and between the City of Los Angeles, a municipal corporation (hereinafter referred to as "City" or "Customer"), and Workday, Inc., a Delaware corporation (hereinafter referred to as "Contractor"), providing the services with reference to the following:

**WITNESSETH:**

**WHEREAS**, the City's Information Technology Agency (hereinafter referred to as "ITA") is responsible for providing a full range of computer services including cloud-based solutions to infrastructure, platform, and software; and

**WHEREAS**, the City desires to replace the existing PaySR system with a human resources and payroll solution; and

**WHEREAS**, pursuant to a Request for Proposal (RFP) released by ITA on July 11, 2018, Contractor was selected to provide human resources and payroll software and systems integration services and support; and

**WHEREAS**, effective April 10, 2020, the City and Contractor entered into Contract No. C-135368, whereby Contractor agreed to provide certain services to replace the City's existing payroll system, PaySR, with the Workday HRP solution ("Contract"); and

**WHEREAS**, testing and deployment of the Workday HRP Solution ("HRP Project") has been delayed due to challenges with work conditions and staffing levels related to the COVID-19 pandemic; and

**WHEREAS**, due to such delays, and in an effort to ensure the highest degree of accuracy and integration of the HRP Project into existing City operations, the City has determined that it is in its best interest to amend the scope of work set forth in the Contract to (a) incorporate a phased deployment of the HRP Project, which would require additional work related to ensuring that the City's PaySr system works alongside various HRP Project modules as they are deployed in a phased manner until all elements of the HRP



Project have been deployed, (b) increasing the time necessary to fully test the HRP Project, and (c) increasing the training to City staff for operation of the HRP Project system; and

**WHEREAS**, the change in scope of work of the Contract contemplated in this First Amendment requires an increase in the City's total expenditure obligation under the Contract from \$62,109,339.70 to \$76,773,479.00.

**NOW, THEREFORE**, in consideration of the above recitals, and of the covenants and agreements hereafter set forth, the parties hereby covenant and agree that the Contract is hereby amended as follows:

1. **CITY'S REPRESENTATIVE:** Section III, Subsection C is hereby deleted in its entirety and replaced as follows below in quotation marks:

"The City hereby appoints the following person, or her designated representative, to represent the City in all matters pertaining to this Agreement:

Name: Tita Zara

Title: Acting Assistant General Manager

Address: 200 North Main Street, Room 1400

Los Angeles, CA 90012

Telephone: (213) 978-3346

Fax: (213) 978-3310"

2. **TOTAL AUTHORIZED CONTRACT EXPENDITURE:** Section IV, Subsection A is hereby deleted in its entirety and replaced as follows below in quotation marks:

"The City's total obligation under this Contract shall not exceed \$76,773,479.00 (Seventy-Six Million Seven Hundred Seventy-Three Thousand Four Hundred and Seventy-Nine Dollars), of which up to \$34,464,764.00 is for Professional Services and \$5,068,790.00 is for Contingency (collectively referred to as Project Price), \$34,570,998.00 is for Exhibit E's subscription services through June 30, 2029, \$1,420,000.00 is for Platinum Success through June 30, 2029, \$1,248,927.00 is for the training in Exhibit H through June 30, 2029. Except in accordance with an executed Change Order or Contract Amendment, the Project Price shall not increase. Notwithstanding anything to the contrary, the Professional Services, inclusive of approved Change Orders, may not exceed the Project Price without

authorization from the City Council. In the event that the City Council does not approve additional funding above the Project Price, Contractor is not obligated to perform unfunded work.”

The above amendment is made to reflect a) an increase in the Professional Services resulting from changes to the original scope of work under the Contract as more fully set forth in Section 3 of this First Amendment, which results in additional time of performance for such services and additional deliverables, and b) an increase in the training budget due to a need to extend training to additional City departments.

- 3. PROFESSIONAL SERVICES:** The first two paragraphs of Section IV, Subsection B are hereby deleted in their entirety and replaced as follows below in quotation marks:

“Workday shall provide to the City the Professional Services as set forth in Statement of Work #314612, Exhibit C on a fixed fee basis. As stated more fully in Exhibit C, the Professional Services will be invoiced and paid on a milestone completion basis. The parties agree that the City will withhold ten (10) percent of the fees incurred for each milestone billing until the total fees withheld (the “Holdback”) equal \$2,444,462. Once the Holdback amount is equal to \$2,444,462, no additional fees will be withheld from milestone billings. The Holdback on milestone invoices totaling \$2,444,462 will be invoiced per the following schedule: Holdback Release #1 of \$900,000 in May 2022 after Phase 1 go-live; Holdback Release #2 of \$600,000 in January 2023 after Phase 2 go-live; Holdback Release #3 of \$944,462 upon completion of Post Production Support in February 2023.”

“For the purpose of calculating any cost of Change Orders under SOW #314612 through January 31, 2022, the parties will use the rates used to develop pricing for that SOW, modifying them as appropriate if the work will not include travel. (Such rates were for firm fixed fee work inclusive of travel.) For calculating the cost of new Statements of Work under this Contract, through January 31, 2022, Workday will use the following rates, which will be modified to be inclusive of travel costs if travel is expected. For the period from February 1, 2022, through December 31, 2024, the rates below will be increased annually by CPI plus 1%. Thereafter, upon request from the City, Contractor will provide rate cards for subsequent periods of not less than one year consistent with its then-standard rates for public sector customers under terms and conditions equivalent to those in this Contract. Rates are not inclusive of travel costs and are for time and materials work; when used to calculate firm fixed pricing they will be modified to account for expected travel and the risk involved in firm fixed price. “CPI” means the Consumer Price Index rate

established by the United States Department of Labor for All Urban Consumers, US City Average, All Items (change in annual average) for the calendar year preceding the beginning of the rate card's term if a positive number."

4. The Standard Provisions for City Personal Services Contracts ("PSC")(Rev. 10/17) [v.3] previously attached as **Exhibit A** to the Contract is hereby deleted in its entirety and replaced by the Standard Provisions for City Contracts (Rev. 10/21) [v.4], which is attached to this First Amendment as **Attachment A – Standard Provisions for City Contracts** and incorporated and made a part of the Contract by this reference. For purposes of clarity, all modifications to the City's Standards Provisions as set forth in Section XVI, Modifications to the City's Standard Provisions, shall apply to the Standard Provisions for City Contracts (Rev. 10/21) [v.4] incorporated into the Contract by this First Amendment. Contractor will fulfill its obligations to provide certificates of insurance by using the City's designated insurance portal, currently KwikComply at <https://kwikcomply.org>.
5. Statement of Work #1940291 previously attached as **Exhibit C** to the Contract is hereby amended in its entirety and restated as SOW #314612 as set forth in **Attachment B** to this First Amendment and incorporated and made a part of the Contract by this reference. All references to SOW #1940291 in the Contract shall hereto be understood as referencing SOW #314612. For purposes of comparison, SOW #314612 attached to this First Amendment and made a part of the Contract is marked to show changes from SOW #1940291.

SOW #314612 reflects the HRP Project's change from a single-phased deployment of all functionality to a two-phased deployment and the additional time and deliverables required for the new approach. COVID-19 and its various effects necessitated a delay in the HRP project, as it prevented co-location and required remote work, which reduced collaboration and impacted the ability to thoroughly test at speed. Relatedly, the Separation Incentive Program (SIP) retired many experienced subject matter experts, thereby reducing the number of and availability of City staff needed to inform the HRP project decisions. The implementation of a phased deployment requires that the City continue to use the PaySr system while full deployment of the project is completed. The continued use of the PaySr system during the phased deployment, and the necessary services required for both systems to operate alongside each other, requires additional resources and time to be expended on the HRP Project, which is reflected in SOW #314612. Changes made to the SOW are a result of the shift to deploying the HRP Project system in two phases. Changes are as marked and include the following without limitation:

- Section 3, reflects updates to pricing, milestone payment table, and

holdback amounts.

- Appendix A, Section 1, reflects the estimated staffing hours related to the extension of the timeline.
- Appendix A, Section 2, updates the deployment timeline.
- Appendix A, Sections 3.1, 3.2, and 3.3, reflect completed work from the original SOW, while Section 3.4, updates the remaining deliverables and responsibilities.

6. The Contract is amended to include the following paragraph below in quotation marks as Section XVII, which shall be entitled **ELECTRONIC SIGNATURES**:

"This Agreement may be executed in one or more counterparts, and by the parties in separate counterparts, each of which when executed shall be deemed to be an original but all of which taken together shall constitute one and the same agreement. The parties further agree that facsimile signatures or signatures scanned into .pdf (or signatures in another electronic format designated by City) and sent by email shall be deemed original signatures."

7. Except as amended herein, all other provisions of the Contract shall remain in full force and effect.

## ATTACHMENTS

Attachment A – Standard Provisions for City Contracts

Attachment B – Statement of Work #1940291

**IN WITNESS THEREOF**, the City and Contractor hereto have caused this Second Amendment to be signed by their respective duly authorized officers:

APPROVED AS TO FORM:

CITY OF LOS ANGELES

Michael N. Feuer

City Attorney

By: \_\_\_\_\_

Steven H. Hong

Deputy City Attorney III

By: \_\_\_\_\_

Tita Zara

Acting Assistant General Manager

Information Technology Agency

Date: \_\_\_\_\_

Date: \_\_\_\_\_

ATTEST: Holly Wolcott

City Clerk

CONTRACTOR

By: \_\_\_\_\_

By: \_\_\_\_\_

WORKDAY, INC.

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## **ATTACHMENT A**

Standard Provisions for City Contracts (Rev. 10/21) [v.4]

## STANDARD PROVISIONS FOR CITY CONTRACTS

### TABLE OF CONTENTS

<b>PSC-1</b>	<u>Construction of Provisions and Titles Herein</u> .....	<b>1</b>
<b>PSC-2</b>	<u>Applicable Law, Interpretation and Enforcement</u> .....	<b>1</b>
<b>PSC-3</b>	<u>Time of Effectiveness</u> .....	<b>1</b>
<b>PSC-4</b>	<u>Integrated Contract</u> .....	<b>2</b>
<b>PSC-5</b>	<u>Amendment</u> .....	<b>2</b>
<b>PSC-6</b>	<u>Excusable Delays</u> .....	<b>2</b>
<b>PSC-7</b>	<u>Waiver</u> .....	<b>2</b>
<b>PSC-8</b>	<u>Suspension</u> .....	<b>3</b>
<b>PSC-9</b>	<u>Termination</u> .....	<b>3</b>
<b>PSC-10</b>	<u>Independent Contractor</u> .....	<b>5</b>
<b>PSC-11</b>	<u>Contractor's Personnel</u> .....	<b>5</b>
<b>PSC-12</b>	<u>Assignment and Delegation</u> .....	<b>6</b>
<b>PSC-13</b>	<u>Permits</u> .....	<b>6</b>
<b>PSC-14</b>	<u>Claims for Labor and Materials</u> .....	<b>6</b>
<b>PSC-15</b>	<u>Current Los Angeles City Business Tax Registration Certificate Required</u> ....	<b>6</b>
<b>PSC-16</b>	<u>Retention of Records, Audit and Reports</u> .....	<b>6</b>
<b>PSC-17</b>	<u>Bonds</u> .....	<b>7</b>
<b>PSC-18</b>	<u>Indemnification</u> .....	<b>7</b>
<b>PSC-19</b>	<u>Intellectual Property Indemnification</u> .....	<b>7</b>
<b>PSC-20</b>	<u>Intellectual Property Warranty</u> .....	<b>8</b>
<b>PSC-21</b>	<u>Ownership and License</u> .....	<b>8</b>
<b>PSC-22</b>	<u>Data Protection</u> .....	<b>9</b>

## TABLE OF CONTENTS (Continued)

<b>PSC-23</b>	<u>Insurance</u> .....	<b>9</b>
<b>PSC-24</b>	<u>Best Terms</u> .....	<b>9</b>
<b>PSC-25</b>	<u>Warranty and Responsibility of Contractor</u> .....	<b>10</b>
<b>PSC-26</b>	<u>Mandatory Provisions Pertaining to Non-Discrimination in Employment</u> .....	<b>10</b>
<b>PSC-27</b>	<u>Child Support Assignment Orders</u> .....	<b>10</b>
<b>PSC-28</b>	<u>Living Wage Ordinance</u> .....	<b>11</b>
<b>PSC-29</b>	<u>Service Contractor Worker Retention Ordinance</u> .....	<b>11</b>
<b>PSC-30</b>	<u>Access and Accommodations</u> .....	<b>11</b>
<b>PSC-31</b>	<u>Contractor Responsibility Ordinance</u> .....	<b>12</b>
<b>PSC-32</b>	<u>Business Inclusion Program</u> .....	<b>12</b>
<b>PSC-33</b>	<u>Slavery Disclosure Ordinance</u> .....	<b>12</b>
<b>PSC-34</b>	<u>First Source Hiring Ordinance</u> .....	<b>12</b>
<b>PSC-35</b>	<u>Local Business Preference Ordinance</u> .....	<b>12</b>
<b>PSC-36</b>	<u>Iran Contracting Act</u> .....	<b>12</b>
<b>PSC-37</b>	<u>Restrictions on Campaign Contributions in City Elections</u> .....	<b>12</b>
<b>PSC-38</b>	<u>Contractors' Use of Criminal History for Consideration of Employment Applications</u> .....	<b>13</b>
<b>PSC-39</b>	<u>Limitation of City's Obligation to Make Payment to Contractor</u> .....	<b>13</b>
<b>PSC-40</b>	<u>Compliance with Identity Theft Laws and Payment Card Data Security Standards</u> .....	<b>14</b>
<b>PSC-41</b>	<u>Compliance with California Public Resources Code Section 5164</u> .....	<b>14</b>
<b>PSC-42</b>	<u>Possessory Interests Tax</u> .....	<b>14</b>
<b>PSC-43</b>	<u>Confidentiality</u> .....	<b>15</b>
<b>PSC-44</b>	<u>COVID-19</u> .....	<b>15</b>
<b>Exhibit 1</b>	<u>Insurance Contractual Requirements</u> .....	<b>16</b>



## STANDARD PROVISIONS FOR CITY CONTRACTS

### **PSC-1. Construction of Provisions and Titles Herein**

All titles, subtitles, or headings in this Contract have been inserted for convenience, and shall not be deemed to affect the meaning or construction of any of the terms or provisions of this Contract. The language of this Contract shall be construed according to its fair meaning and not strictly for or against **CITY** or **CONTRACTOR**. The word "**CONTRACTOR**" includes the party or parties identified in this Contract. The singular shall include the plural and if there is more than one **CONTRACTOR**, unless expressly stated otherwise, their obligations and liabilities shall be joint and several. Use of the feminine, masculine, or neuter genders shall be deemed to include the genders not used.

### **PSC-2. Applicable Law, Interpretation and Enforcement**

Each party's performance shall comply with all applicable laws of the United States of America, the State of California, and **CITY**, including but not limited to, laws regarding health and safety, labor and employment, wage and hours and licensing. This Contract shall be enforced and interpreted under the laws of the State of California without regard to conflict of law principles. **CONTRACTOR** shall comply with new, amended, or revised laws, regulations, or procedures that apply to the performance of this Contract with no additional compensation paid to **CONTRACTOR**.

In any action arising out of this Contract, **CONTRACTOR** consents to personal jurisdiction, and agrees to bring all such actions, exclusively in state or federal courts located in Los Angeles County, California.

If any part, term or provision of this Contract is held void, illegal, unenforceable, or in conflict with any federal, state or local law or regulation, the validity of the remaining parts, terms or provisions of this Contract shall not be affected.

### **PSC-3. Time of Effectiveness**

Unless otherwise provided, this Contract shall take effect when all of the following events have occurred:

- A. This Contract has been signed on behalf of **CONTRACTOR** by the person or persons authorized to bind **CONTRACTOR**;
- B. This Contract has been approved by the City Council or by the board, officer or employee authorized to give such approval;
- C. The Office of the City Attorney has indicated in writing its approval of this Contract as to form; and
- D. This Contract has been signed on behalf of **CITY** by the person designated by the City Council, or by the board, officer or employee authorized to enter into this Contract.

#### **PSC-4. Integrated Contract**

This Contract sets forth all of the rights and duties of the parties with respect to the subject matter of this Contract, and replaces any and all previous Contracts or understandings, whether written or oral, relating thereto. This Contract may be amended only as provided for in the provisions of PSC-5 hereof.

#### **PSC-5. Amendment**

All amendments to this Contract shall be in writing and signed and approved pursuant to the provisions of PSC-3.

#### **PSC-6. Excusable Delays**

Neither party shall be liable for its delay or failure to perform any obligation under and in accordance with this Contract, if the delay or failure arises out of fires, floods, earthquakes, epidemics, quarantine restrictions, other natural occurrences, strikes, lockouts (other than a lockout by the party or any of the party's Subcontractors), freight embargoes, terrorist acts, insurrections or other civil disturbances, or other similar events to those described above, but in each case the delay or failure to perform must be beyond the control and without any fault or negligence of the party delayed or failing to perform (these events are referred to in this provision as "Force Majeure Events").

Notwithstanding the foregoing, a delay or failure to perform by a Subcontractor of **CONTRACTOR** shall not constitute a Force Majeure Event, unless the delay or failure arises out of causes beyond the control of both **CONTRACTOR** and Subcontractor, and without any fault or negligence of either of them. In such case, **CONTRACTOR** shall not be liable for the delay or failure to perform, unless the goods or services to be furnished by the Subcontractor were obtainable from other sources in sufficient time to permit **CONTRACTOR** to perform timely. As used in this Contract, the term "Subcontractor" means a subcontractor at any tier.

In the event **CONTRACTOR'S** delay or failure to perform arises out of a Force Majeure Event, **CONTRACTOR** agrees to use commercially reasonable best efforts to obtain the goods or services from other sources, and to otherwise mitigate the damages and reduce the delay caused by the Force Majeure Event.

#### **PSC-7. Waiver**

A waiver of a default of any part, term or provision of this Contract shall not be construed as a waiver of any succeeding default or as a waiver of the part, term or provision itself. A party's performance after the other party's default shall not be construed as a waiver of that default.

## **PSC-8. Suspension**

At **CITY'S** sole discretion, **CITY** may suspend any or all services provided under this Contract by providing **CONTRACTOR** with written notice of suspension. Upon receipt of the notice of suspension, **CONTRACTOR** shall immediately cease the services suspended and shall not incur any additional obligations, costs or expenses to **CITY** until **CITY** gives written notice to recommence the services.

## **PSC-9. Termination**

### **A. Termination for Convenience**

**CITY** may terminate this Contract for **CITY'S** convenience at any time by providing **CONTRACTOR** thirty days written notice. Upon receipt of the notice of termination, **CONTRACTOR** shall immediately take action not to incur any additional obligations, costs or expenses, except as may be necessary to terminate its activities. **CITY** shall pay **CONTRACTOR** its reasonable and allowable costs through the effective date of termination and those reasonable and necessary costs incurred by **CONTRACTOR** to effect the termination. Thereafter, **CONTRACTOR** shall have no further claims against **CITY** under this Contract. All finished and unfinished documents and materials procured for or produced under this Contract, including all intellectual property rights **CITY** is entitled to, shall become **CITY** property upon the date of the termination. **CONTRACTOR** agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

### **B. Termination for Breach of Contract**

1. Except as provided in PSC-6, if **CONTRACTOR** fails to perform any of the provisions of this Contract or so fails to make progress as to endanger timely performance of this Contract, **CITY** may give **CONTRACTOR** written notice of the default. **CITY'S** default notice will indicate whether the default may be cured and the time period to cure the default to the sole satisfaction of **CITY**. Additionally, **CITY'S** default notice may offer **CONTRACTOR** an opportunity to provide **CITY** with a plan to cure the default, which shall be submitted to **CITY** within the time period allowed by **CITY**. At **CITY'S** sole discretion, **CITY** may accept or reject **CONTRACTOR'S** plan. If the default cannot be cured or if **CONTRACTOR** fails to cure within the period allowed by **CITY**, then **CITY** may terminate this Contract due to **CONTRACTOR'S** breach of this Contract.
2. If the default under this Contract is due to **CONTRACTOR'S** failure to maintain the insurance required under this Contract, **CONTRACTOR** shall immediately: (1) suspend performance of any services under this Contract for which insurance was required; and (2) notify its employees and Subcontractors of the loss of insurance coverage and Contractor's obligation to suspend performance of

services. **CONTRACTOR** shall not recommence performance until **CONTRACTOR** is fully insured and in compliance with **CITY'S** requirements.

3. If a federal or state proceeding for relief of debtors is undertaken by or against **CONTRACTOR**, or if **CONTRACTOR** makes an assignment for the benefit of creditors, then **CITY** may immediately terminate this Contract.
4. If **CONTRACTOR** engages in any dishonest conduct related to the performance or administration of this Contract or violates **CITY'S** laws, regulations or policies relating to lobbying, then **CITY** may immediately terminate this Contract.
5. Acts of Moral Turpitude
  - a. **CONTRACTOR** shall immediately notify **CITY** if **CONTRACTOR** or any Key Person, as defined below, is charged with, indicted for, convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, any act which constitutes an offense involving moral turpitude under federal, state, or local laws ("Act of Moral Turpitude").
  - b. If **CONTRACTOR** or a Key Person is convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, an Act of Moral Turpitude, **CITY** may immediately terminate this Contract.
  - c. If **CONTRACTOR** or a Key Person is charged with or indicted for an Act of Moral Turpitude, **CITY** may terminate this Contract after providing **CONTRACTOR** an opportunity to present evidence of **CONTRACTOR'S** ability to perform under the terms of this Contract.
  - d. Acts of Moral Turpitude include, but are not limited to: violent felonies as defined by Penal Code Section 667.5, crimes involving weapons, crimes resulting in serious bodily injury or death, serious felonies as defined by Penal Code Section 1192.7, and those crimes referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2); in addition to and including acts of murder, rape, sexual assault, robbery, kidnapping, human trafficking, pimping, voluntary manslaughter, aggravated assault, assault on a peace officer, mayhem, fraud, domestic abuse, elderly abuse, and child abuse, regardless of whether such acts are punishable by felony or misdemeanor conviction.

- e. For the purposes of this provision, a Key Person is a principal, officer, or employee assigned to this Contract, or owner (directly or indirectly, through one or more intermediaries) of ten percent or more of the voting power or equity interests of **CONTRACTOR**.
- 6. In the event **CITY** terminates this Contract as provided in this section, **CITY** may procure, upon such terms and in the manner as **CITY** may deem appropriate, services similar in scope and level of effort to those so terminated, and **CONTRACTOR** shall be liable to **CITY** for all of its costs and damages, including, but not limited to, any excess costs for such services.
- 7. If, after notice of termination of this Contract under the provisions of this section, it is determined for any reason that **CONTRACTOR** was not in default under the provisions of this section, or that the default was excusable under the terms of this Contract, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to PSC-9(A) Termination for Convenience.
- 8. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.
- C. In the event that this Contract is terminated, **CONTRACTOR** shall immediately notify all employees and Subcontractors, and shall notify in writing all other parties contracted with under the terms of this Contract within five working days of the termination.

#### **PSC-10. Independent Contractor**

**CONTRACTOR** is an independent contractor and not an agent or employee of **CITY**. **CONTRACTOR** shall not represent or otherwise hold out itself or any of its directors, officers, partners, employees, or agents to be an agent or employee of **CITY**.

#### **PSC-11. Contractor's Personnel**

Unless otherwise approved by **CITY**, **CONTRACTOR** shall use its own employees to perform the services described in this Contract. **CITY** has the right to review and approve any personnel who are assigned to work under this Contract. **CONTRACTOR** shall remove personnel from performing work under this Contract if requested to do so by **CITY**.

**CONTRACTOR** shall not use Subcontractors to assist in performance of this Contract without the prior written approval of **CITY**. If **CITY** permits the use of Subcontractors, **CONTRACTOR** shall remain responsible for performing all aspects of this Contract and paying all Subcontractors. **CITY** has the right to approve **CONTRACTOR'S** Subcontractors, and **CITY** reserves the right to request replacement of any

Subcontractor. **CITY** does not have any obligation to pay **CONTRACTOR'S** Subcontractors, and nothing herein creates any privity of contract between **CITY** and any Subcontractor.

#### **PSC-12. Assignment and Delegation**

**CONTRACTOR** may not, unless it has first obtained the written permission of **CITY**:

- A. Assign or otherwise alienate any of its rights under this Contract, including the right to payment; or
- B. Delegate, subcontract, or otherwise transfer any of its duties under this Contract.

#### **PSC-13. Permits**

**CONTRACTOR** and its directors, officers, partners, agents, employees, and Subcontractors, shall obtain and maintain all licenses, permits, certifications and other documents necessary for **CONTRACTOR'S** performance of this Contract. **CONTRACTOR** shall immediately notify **CITY** of any suspension, termination, lapses, non-renewals, or restrictions of licenses, permits, certificates, or other documents that relate to **CONTRACTOR'S** performance of this Contract.

#### **PSC-14. Claims for Labor and Materials**

**CONTRACTOR** shall promptly pay when due all amounts owed for labor and materials furnished in the performance of this Contract so as to prevent any lien or other claim under any provision of law from arising against any **CITY** property (including reports, documents, and other tangible or intangible matter produced by **CONTRACTOR** hereunder), and shall pay all amounts due under the Unemployment Insurance Act or any other applicable law with respect to labor used to perform under this Contract.

#### **PSC-15. Current Los Angeles City Business Tax Registration Certificate Required**

For the duration of this Contract, **CONTRACTOR** shall maintain valid Business Tax Registration Certificate(s) as required by **CITY'S** Business Tax Ordinance, Section 21.00 *et seq.* of the Los Angeles Municipal Code ("LAMC"), and shall not allow the Certificate to lapse or be revoked or suspended.

#### **PSC-16. Retention of Records, Audit and Reports**

**CONTRACTOR** shall maintain all records, including records of financial transactions, pertaining to the performance of this Contract, in their original form or as otherwise approved by **CITY**. These records shall be retained for a period of no less than three years from the later of the following: (1) final payment made by **CITY**, (2) the expiration of this Contract or (3) termination of this Contract. The records will be subject to examination and audit by authorized **CITY** personnel or **CITY'S** representatives at any time. **CONTRACTOR** shall provide any reports requested by **CITY** regarding



performance of this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

In lieu of retaining the records for the term as prescribed in this provision, **CONTRACTOR** may, upon **CITY'S** written approval, submit the required information to **CITY** in an electronic format, e.g. USB flash drive, at the expiration or termination of this Contract.

#### **PSC-17. Bonds**

All bonds required by **CITY** shall be filed with the Office of the City Administrative Officer, Risk Management for its review and acceptance in accordance with Los Angeles Administrative Code ("LAAC") Sections 11.47 *et seq.*, as amended from time to time.

#### **PSC-18. Indemnification**

Except for the active negligence or willful misconduct of **CITY**, or any of its boards, officers, agents, employees, assigns and successors in interest, **CONTRACTOR** shall defend, indemnify and hold harmless **CITY** and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature whatsoever, for death or injury to any person, including **CONTRACTOR'S** employees and agents, or damage or destruction of any property of either party hereto or of third parties, arising in any manner by reason of an act, error, or omission by **CONTRACTOR**, Subcontractors, or their boards, officers, agents, employees, assigns, and successors in interest. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

#### **PSC-19. Intellectual Property Indemnification**

**CONTRACTOR**, at its own expense, shall defend, indemnify, and hold harmless the **CITY**, and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature arising out of the infringement, actual or alleged, direct or contributory, of any intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity, and proprietary information: (1) on or in any design, medium, matter, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by **CONTRACTOR**, or its Subcontractors, in performing the work under this Contract; or (2) as a result of **CITY'S** actual or intended use of any Work Product (as defined in PSC-21) furnished by **CONTRACTOR**, or its Subcontractors, under this Contract. The rights and remedies of **CITY** provided in this section shall not be exclusive

and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

#### **PSC-20. Intellectual Property Warranty**

**CONTRACTOR** represents and warrants that its performance of all obligations under this Contract does not infringe in any way, directly or contributorily, upon any third party's intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity and proprietary information.

#### **PSC-21. Ownership and License**

Unless otherwise provided for herein, all finished and unfinished works, tangible or not, created under this Contract including, without limitation, documents, materials, data, reports, manuals, specifications, artwork, drawings, sketches, blueprints, studies, memoranda, computation sheets, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas, matters and combinations thereof, and all forms of intellectual property originated and prepared by **CONTRACTOR** or its Subcontractors under this Contract (each a "Work Product"; collectively "Work Products") shall be and remain the exclusive property of **CITY** for its use in any manner **CITY** deems appropriate. **CONTRACTOR** hereby assigns to **CITY** all goodwill, copyright, trademark, patent, trade secret and all other intellectual property rights worldwide in any Work Products originated and prepared under this Contract. **CONTRACTOR** further agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

**CONTRACTOR** agrees that a monetary remedy for breach of this Contract may be inadequate, impracticable, or difficult to prove and that a breach may cause **CITY** irreparable harm. **CITY** may therefore enforce this requirement by seeking injunctive relief and specific performance, without any necessity of showing actual damage or irreparable harm. Seeking injunctive relief or specific performance does not preclude **CITY** from seeking or obtaining any other relief to which **CITY** may be entitled.

For all Work Products delivered to **CITY** that are not originated or prepared by **CONTRACTOR** or its Subcontractors under this Contract, **CONTRACTOR** shall secure a grant, at no cost to **CITY**, for a non-exclusive perpetual license to use such Work Products for any **CITY** purposes.

**CONTRACTOR** shall not provide or disclose any Work Product to any third party without prior written consent of **CITY**.

Any subcontract entered into by **CONTRACTOR** relating to this Contract shall include this provision to contractually bind its Subcontractors performing work under this Contract such that **CITY'S** ownership and license rights of all Work Products are preserved and protected as intended herein.



## **PSC-22. Data Protection**

- A. **CONTRACTOR** shall protect, using the most secure means and technology that is commercially available, **CITY**-provided data or consumer-provided data acquired in the course and scope of this Contract, including but not limited to customer lists and customer credit card or consumer data, (collectively, the “City Data”). **CONTRACTOR** shall notify **CITY** in writing as soon as reasonably feasible, and in any event within twenty-four hours, of **CONTRACTOR’S** discovery or reasonable belief of any unauthorized access of City Data (a “Data Breach”), or of any incident affecting, or potentially affecting City Data related to cyber security (a “Security Incident”), including, but not limited to, denial of service attack, and system outage, instability or degradation due to computer malware or virus. **CONTRACTOR** shall begin remediation immediately. **CONTRACTOR** shall provide daily updates, or more frequently if required by **CITY**, regarding findings and actions performed by **CONTRACTOR** until the Data Breach or Security Incident has been effectively resolved to **CITY’S** satisfaction. **CONTRACTOR** shall conduct an investigation of the Data Breach or Security Incident and shall share the report of the investigation with **CITY**. At **CITY’S** sole discretion, **CITY** and its authorized agents shall have the right to lead or participate in the investigation. **CONTRACTOR** shall cooperate fully with **CITY**, its agents and law enforcement.
- B. If **CITY** is subject to liability for any Data Breach or Security Incident, then **CONTRACTOR** shall fully indemnify and hold harmless **CITY** and defend against any resulting actions.

## **PSC-23. Insurance**

During the term of this Contract and without limiting **CONTRACTOR’S** obligation to indemnify, hold harmless and defend **CITY**, **CONTRACTOR** shall provide and maintain at its own expense a program of insurance having the coverages and limits not less than the required amounts and types as determined by the Office of the City Administrative Officer of Los Angeles, Risk Management (template Form General 146 in Exhibit 1 hereto). The insurance must: (1) conform to **CITY’S** requirements; (2) comply with the Insurance Contractual Requirements (Form General 133 in Exhibit 1 hereto); and (3) otherwise be in a form acceptable to the Office of the City Administrative Officer, Risk Management. **CONTRACTOR** shall comply with all Insurance Contractual Requirements shown on Exhibit 1 hereto. Exhibit 1 is hereby incorporated by reference and made a part of this Contract.

## **PSC-24. Best Terms**

Throughout the term of this Contract, **CONTRACTOR**, shall offer **CITY** the best terms, prices, and discounts that are offered to any of **CONTRACTOR’S** customers for similar goods and services provided under this Contract.

#### **PSC-25. Warranty and Responsibility of Contractor**

**CONTRACTOR** warrants that the work performed hereunder shall be completed in a manner consistent with professional standards practiced among those firms within **CONTRACTOR'S** profession, doing the same or similar work under the same or similar circumstances.

#### **PSC-26. Mandatory Provisions Pertaining to Non-Discrimination in Employment**

Unless otherwise exempt, this Contract is subject to the applicable non-discrimination, equal benefits, equal employment practices, and affirmative action program provisions in LAAC Section 10.8 et seq., as amended from time to time.

- A. **CONTRACTOR** shall comply with the applicable non-discrimination and affirmative action provisions of the laws of the United States of America, the State of California, and **CITY**. In performing this Contract, **CONTRACTOR** shall not discriminate in any of its hiring or employment practices against any employee or applicant for employment because of such person's race, color, religion, national origin, ancestry, sex, sexual orientation, gender, gender identity, age, disability, domestic partner status, marital status or medical condition.
- B. The requirements of Section 10.8.2.1 of the LAAC, the Equal Benefits Ordinance, and the provisions of Section 10.8.2.1(f) are incorporated and made a part of this Contract by reference.
- C. The provisions of Section 10.8.3 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Equal Employment Practices" provisions of this Contract.
- D. The provisions of Section 10.8.4 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Affirmative Action Program" provisions of this Contract.

Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

#### **PSC-27. Child Support Assignment Orders**

**CONTRACTOR** shall comply with the Child Support Assignment Orders Ordinance, Section 10.10 of the LAAC, as amended from time to time. Pursuant to Section 10.10(b) of the LAAC, **CONTRACTOR** shall fully comply with all applicable State and Federal employment reporting requirements. Failure of **CONTRACTOR** to comply with all applicable reporting requirements or to implement lawfully served Wage and Earnings Assignment or Notices of Assignment, or the failure of any principal owner(s) of **CONTRACTOR** to comply with any Wage and Earnings Assignment or Notices of Assignment applicable to them personally, shall constitute a default by the **CONTRACTOR** under this Contract. Failure of **CONTRACTOR** or principal owner to cure

the default within 90 days of the notice of default will subject this Contract to termination for breach. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

**PSC-28. Living Wage Ordinance**

**CONTRACTOR** shall comply with the Living Wage Ordinance, LAAC Section 10.37 *et seq.*, as amended from time to time. **CONTRACTOR** further agrees that it shall comply with federal law proscribing retaliation for union organizing. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

**PSC-29. Service Contractor Worker Retention Ordinance**

**CONTRACTOR** shall comply with the Service Contractor Worker Retention Ordinance, LAAC Section 10.36 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

**PSC-30. Access and Accommodations**

**CONTRACTOR** represents and certifies that:

- A. **CONTRACTOR** shall comply with the Americans with Disabilities Act, as amended, 42 U.S.C. Section 12101 *et seq.*, the Rehabilitation Act of 1973, as amended, 29 U.S.C. Section 701 *et seq.*, the Fair Housing Act, and its implementing regulations and any subsequent amendments, and California Government Code Section 11135;
- B. **CONTRACTOR** shall not discriminate on the basis of disability or on the basis of a person's relationship to, or association with, a person who has a disability;
- C. **CONTRACTOR** shall provide reasonable accommodation upon request to ensure equal access to **CITY**-funded programs, services and activities;
- D. Construction will be performed in accordance with the Uniform Federal Accessibility Standards (UFAS), 24 C.F.R. Part 40; and
- E. The buildings and facilities used to provide services under this Contract are in compliance with the federal and state standards for accessibility as set forth in the 2010 ADA Standards, California Title 24, Chapter 11, or other applicable federal and state law.

**CONTRACTOR** understands that **CITY** is relying upon these certifications and representations as a condition to funding this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

### **PSC-31. Contractor Responsibility Ordinance**

**CONTRACTOR** shall comply with the Contractor Responsibility Ordinance, LAAC Section 10.40 *et seq.*, as amended from time to time.

### **PSC-32. Business Inclusion Program**

Unless otherwise exempted prior to bid submission, **CONTRACTOR** shall comply with all aspects of the Business Inclusion Program as described in the Request for Proposal/Qualification process, throughout the duration of this Contract. **CONTRACTOR** shall utilize the Business Assistance Virtual Network (“BAVN”) at <https://www.labavn.org/>, to perform and document outreach to Minority, Women, and Other Business Enterprises. **CONTRACTOR** shall perform subcontractor outreach activities through BAVN. **CONTRACTOR** shall not change any of its designated Subcontractors or pledged specific items of work to be performed by these Subcontractors, nor shall **CONTRACTOR** reduce their level of effort, without prior written approval of **CITY**.

### **PSC-33. Slavery Disclosure Ordinance**

**CONTRACTOR** shall comply with the Slavery Disclosure Ordinance, LAAC Section 10.41 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

### **PSC-34. First Source Hiring Ordinance**

**CONTRACTOR** shall comply with the First Source Hiring Ordinance, LAAC Section 10.44 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

### **PSC-35. Local Business Preference Ordinance**

**CONTRACTOR** shall comply with the Local Business Preference Ordinance, LAAC Section 10.47 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

### **PSC-36. Iran Contracting Act**

In accordance with California Public Contract Code Sections 2200-2208, all contractors entering into, or renewing contracts with **CITY** for goods and services estimated at \$1,000,000 or more are required to complete, sign, and submit the "Iran Contracting Act of 2010 Compliance Affidavit."

### **PSC-37. Restrictions on Campaign Contributions and Fundraising in City Elections**

Unless otherwise exempt, if this Contract is valued at \$100,000 or more and requires approval by an elected **CITY** office, **CONTRACTOR**, **CONTRACTOR'S** principals, and **CONTRACTOR'S** Subcontractors expected to receive at least \$100,000 for performance under the Contract, and the principals of those Subcontractors (the “Restricted Persons”)

shall comply with Charter Section 470(c)(12) and LAMC Section 49.7.35. Failure to comply entitles **CITY** to terminate this Contract and to pursue all available legal remedies. Charter Section 470(c)(12) and LAMC Section 49.7.35 limit the ability of the Restricted Persons to make campaign contributions to and engage in fundraising for certain elected **CITY** officials or candidates for elected **CITY** office for twelve months after this Contract is signed. Additionally, a **CONTRACTOR** subject to Charter Section 470(c)(12) is required to comply with disclosure requirements by submitting a completed and signed Ethics Commission Form 55 and to amend the information in that form as specified by law. Any **CONTRACTOR** subject to Charter Section 470(c)(12) shall include the following notice in any contract with any Subcontractor expected to receive at least \$100,000 for performance under this Contract:

“Notice Regarding Restrictions on Campaign Contributions and Fundraising in City Elections

You are a subcontractor on City of Los Angeles Contract # \_\_\_\_\_. Pursuant to the City of Los Angeles Charter Section 470(c)(12) and related ordinances, you and your principals are prohibited from making campaign contributions to and fundraising for certain elected City of Los Angeles (“**CITY**”) officials and candidates for elected **CITY** office for twelve months after the **CITY** contract is signed. You are required to provide the names and contact information of your principals to the **CONTRACTOR** and to amend that information within ten business days if it changes during the twelve month time period. Failure to comply may result in termination of this Contract and any other available legal remedies. Information about the restrictions may be found online at [ethics.lacity.org](http://ethics.lacity.org) or by calling the Los Angeles City Ethics Commission at (213) 978-1960.”

**PSC-38.** Contractors’ Use of Criminal History for Consideration of Employment Applications

**CONTRACTOR** shall comply with the City Contractors’ Use of Criminal History for Consideration of Employment Applications Ordinance, LAAC Section 10.48 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

**PSC-39.** Limitation of City’s Obligation to Make Payment to Contractor

Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated therein, and in order for **CITY** to comply with its governing legal requirements, **CITY** shall have no obligation to make any payments to **CONTRACTOR** unless **CITY** shall have first made an appropriation of funds equal to or in excess of its obligation to make any payments as provided in this Contract. **CONTRACTOR** agrees that any services provided by **CONTRACTOR**, purchases made by **CONTRACTOR** or expenses incurred by **CONTRACTOR** in excess of the appropriation(s) shall be free and without charge to **CITY** and **CITY** shall have no obligation to pay for the services, purchases or expenses. **CONTRACTOR** shall have no obligation to provide any services,



provide any equipment or incur any expenses in excess of the appropriated amount(s) until **CITY** appropriates additional funds for this Contract.

**PSC-40. Compliance with Identity Theft Laws and Payment Card Data Security Standards**

**CONTRACTOR** shall comply with all identity theft laws including without limitation, laws related to: (1) payment devices; (2) credit and debit card fraud; and (3) the Fair and Accurate Credit Transactions Act ("FACTA"), including its requirement relating to the content of transaction receipts provided to Customers. **CONTRACTOR** also shall comply with all requirements related to maintaining compliance with Payment Card Industry Data Security Standards ("PCI DSS"). During the performance of any service to install, program or update payment devices equipped to conduct credit or debit card transactions, including PCI DSS services, **CONTRACTOR** shall verify proper truncation of receipts in compliance with FACTA.

**PSC-41. Compliance with California Public Resources Code Section 5164**

California Public Resources Code Section 5164 prohibits a public agency from hiring a person for employment or as a volunteer to perform services at any park, playground, or community center used for recreational purposes in a position that has supervisory or disciplinary authority over any minor, if the person has been convicted of certain crimes as referenced in the Penal Code, and articulated in California Public Resources Code Section 5164(a)(2).

If applicable, **CONTRACTOR** shall comply with California Public Resources Code Section 5164, and shall additionally adhere to all rules and regulations that have been adopted or that may be adopted by **CITY**. **CONTRACTOR** is required to have all employees, volunteers and Subcontractors (including all employees and volunteers of any Subcontractor) of **CONTRACTOR** working on premises to pass a fingerprint and background check through the California Department of Justice at **CONTRACTOR'S** sole expense, indicating that such individuals have never been convicted of certain crimes as referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2), if the individual will have supervisory or disciplinary authority over any minor.

**PSC-42. Possessory Interests Tax**

Rights granted to **CONTRACTOR** by **CITY** may create a possessory interest. **CONTRACTOR** agrees that any possessory interest created may be subject to California Revenue and Taxation Code Section 107.6 and a property tax may be levied on that possessory interest. If applicable, **CONTRACTOR** shall pay the property tax. **CONTRACTOR** acknowledges that the notice required under California Revenue and Taxation Code Section 107.6 has been provided.

### **PSC-43. Confidentiality**

All documents, information and materials provided to **CONTRACTOR** by **CITY** or developed by **CONTRACTOR** pursuant to this Contract (collectively "Confidential Information") are confidential. **CONTRACTOR** shall not provide or disclose any Confidential Information or their contents or any information therein, either orally or in writing, to any person or entity, except as authorized by **CITY** or as required by law. **CONTRACTOR** shall immediately notify **CITY** of any attempt by a third party to obtain access to any Confidential Information. This provision will survive expiration or termination of this Contract.

### **PSC-44. COVID-19**

Employees of Contractor and/or persons working on its behalf, including, but not limited to, subcontractors (collectively, "Contractor Personnel"), while performing services under this Agreement and prior to interacting in person with City employees, contractors, volunteers, or members of the public (collectively, "In-Person Services") must be fully vaccinated against the novel coronavirus 2019 ("COVID-19"). "Fully vaccinated" means that 14 or more days have passed since Contractor Personnel have received the final dose of a two-dose COVID-19 vaccine series (Moderna or Pfizer-BioNTech) or a single dose of a one-dose COVID-19 vaccine (Johnson & Johnson/Janssen) and all booster doses recommended by the Centers for Disease Control and Prevention. Prior to assigning Contractor Personnel to perform In-Person Services, Contractor shall obtain proof that such Contractor Personnel have been fully vaccinated. Contractor shall retain such proof for the document retention period set forth in this Agreement. Contractor shall grant medical or religious exemptions ("Exemptions") to Contractor Personnel as required by law. If Contractor wishes to assign Contractor Personnel with Exemptions to perform In-Person Services, Contractor shall require such Contractor Personnel to undergo weekly COVID-19 testing, with the full cost of testing to be borne by Contractor. If Contractor Personnel test positive, they shall not be assigned to perform In-Person Services or, to the extent they have already been performing In-Person Services, shall be immediately removed from those assignments. Furthermore, Contractor shall immediately notify City if Contractor Personnel performing In-Person Services (1) have tested positive for or have been diagnosed with COVID-19, (2) have been informed by a medical professional that they are likely to have COVID-19, or (3) meet the criteria for isolation under applicable government orders.

## **EXHIBIT 1**

### **INSURANCE CONTRACTUAL REQUIREMENTS**

**CONTACT** For additional information about compliance with City Insurance and Bond requirements, contact the Office of the City Administrative Officer, Risk Management at (213) 978-RISK (7475) or go online at [www.lacity.org/cao/risk](http://www.lacity.org/cao/risk). The City approved Bond Assistance Program is available for those contractors who are unable to obtain the City-required performance bonds. A City approved insurance program may be available as a low cost alternative for contractors who are unable to obtain City-required insurance.

### **CONTRACTUAL REQUIREMENTS**

#### **CONTRACTOR AGREES THAT:**

**1. Additional Insured/Loss Payee.** The CITY must be included as an Additional Insured in applicable liability policies to cover the CITY'S liability arising out of the acts or omissions of the named insured. The CITY is to be named as an Additional Named Insured and a Loss Payee As Its Interests May Appear in property insurance in which the CITY has an interest, e.g., as a lien holder.

**2. Notice of Cancellation.** All required insurance will be maintained in full force for the duration of its business with the CITY. By ordinance, all required insurance must provide at least thirty (30) days' prior written notice (ten (10) days for non-payment of premium) directly to the CITY if your insurance company elects to cancel or materially reduce coverage or limits prior to the policy expiration date, for any reason except impairment of an aggregate limit due to prior claims.

**3. Primary Coverage.** CONTRACTOR will provide coverage that is primary with respect to any insurance or self-insurance of the CITY. The CITY'S program shall be excess of this insurance and non-contributing.

**4. Modification of Coverage.** The CITY reserves the right at any time during the term of this Contract to change the amounts and types of insurance required hereunder by giving CONTRACTOR ninety (90) days' advance written notice of such change. If such change should result in substantial additional cost to CONTRACTOR, the CITY agrees to negotiate additional compensation proportional to the increased benefit to the CITY.

**5. Failure to Procure Insurance.** All required insurance must be submitted and approved by the Office of the City Administrative Officer, Risk Management prior to the inception of any operations by CONTRACTOR.

CONTRACTOR'S failure to procure or maintain required insurance or a self-insurance program during the entire term of this Contract shall constitute a material breach of this Contract under which the CITY may immediately suspend or terminate this Contract or, at its discretion, procure or renew such insurance to protect the CITY'S interests and pay any and all premiums in connection therewith and recover all monies so paid from CONTRACTOR.

**6. Workers' Compensation.** By signing this Contract, CONTRACTOR hereby certifies that it is aware of the provisions of Section 3700 *et seq.*, of the California Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake



self-insurance in accordance with the provisions of that Code, and that it will comply with such provisions at all time during the performance of the work pursuant to this Contract.

**7. California Licensee.** All insurance must be provided by an insurer admitted to do business in California or written through a California-licensed surplus lines broker or through an insurer otherwise acceptable to the CITY. Non-admitted coverage must contain a **Service of Suit** clause in which the underwriters agree to submit as necessary to the jurisdiction of a California court in the event of a coverage dispute. Service of process for this purpose must be allowed upon an agent in California designated by the insurer or upon the California Insurance Commissioner.

**8. Aggregate Limits/Impairment.** If any of the required insurance coverages contain annual aggregate limits, CONTRACTOR must give the CITY written notice of any pending claim or lawsuit which will materially diminish the aggregate within thirty (30) days of knowledge of same. You must take appropriate steps to restore the impaired aggregates or provide replacement insurance protection within thirty (30) days of knowledge of same. The CITY has the option to specify the minimum acceptable aggregate limit for each line of coverage required. No substantial reductions in scope of coverage which may affect the CITY'S protection are allowed without the CITY'S prior written consent.

**9. Commencement of Work.** For purposes of insurance coverage only, this Contract will be deemed to have been executed immediately upon any party hereto taking any steps that can be considered to be in furtherance of or towards performance of this Contract. The requirements in this Section supersede all other sections and provisions of this Contract, including, but not limited to, PSC-3, to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

## Required Insurance and Minimum Limits

Name: \_\_\_\_\_

Date: 7/5/2018Agreement/Reference: RFP for Human Resources & Payroll (HRP System)

Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations. Amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

### Limits

#### ☒ Workers' Compensation (WC) and Employer's Liability (EL)

WC StatutoryEL 1,000,000☐ Waiver of Subrogation in favor of City☐ Longshore & Harbor Workers☐ Jones Act

#### ☒ General Liability

1,000,000☒ Products/Completed Operations☐ Sexual Misconduct☐ Fire Legal Liability☐

#### ☒ Automobile Liability (for any and all vehicles used for this contract, other than commuting to/from work)

1,000,000

#### ☒ Professional Liability (Errors and Omissions)

5,000,000Discovery Period 12 Months After Completion of Work or Date of Termination Agreement

#### ☐ Property Insurance (to cover replacement cost of building - as determined by insurance company)

☐ All Risk Coverage☐ Boiler and Machinery☐ Flood☐ Builder's Risk☐ Earthquake☐

#### ☒ Cyber Liability

10,000,000☐

#### ☐ Surety Bonds - Performance and Payment (Labor and Materials) Bonds

#### ☐ Crime Insurance

Other: Provided to: Irene Mayeda

If a contractor has no employees and decides to not cover herself/himself for workers' compensation, please complete the form entitled "Request for Waiver of Workers' Compensation Insurance Requirement" located at:  
<http://cao.lacity.org/risk/InsuranceForms.htm>

In the absence of imposed auto liability requirements, all contractors using vehicles during the course of their contract must adhere to the financial responsibility laws of the State of California.



**Statement of Work  
to Professional Services Agreement  
(Fixed Fee)**

<b>Customer Name</b>	City of Los Angeles
<b>Workday Entity Name</b>	Workday, Inc.
<b>PSA Effective Date</b>	April 9, 2020
<b>SOW Effective Date</b>	The later of the dates beneath the Parties' signatures below
<b>Currency</b>	USD
<b>Project Name</b>	Human Resources & Payroll (HRP) System

<b>Customer Contact Information</b>	<b>Billing Contact</b>	<b>Project Contact</b>
<b>Contact Name</b>	Joyce Edson	Joyce Edson
<b>Street Address City/Town, State/Region/County Zip/Post Code Country</b>	200 North Main Street, Suite 1400 City Hall East Los Angeles, CA 90012	200 North Main Street, Suite 1400 City Hall East Los Angeles, CA 90012
<b>Phone/Fax #</b>	(213) 978-3311	(213) 978-3311
<b>Email</b>	<a href="mailto:joyce.edson@lacity.org">joyce.edson@lacity.org</a>	<a href="mailto:joyce.edson@lacity.org">joyce.edson@lacity.org</a>

<b>Primary Location for Onsite Work</b>	
<b>Contact Name</b>	Raelynn Napper
<b>Street Address City/Town, State/Region/County Zip/Post Code, Country</b>	200 North Main Street, Suite 1400 City Hall East Los Angeles, CA 90012
<b>Phone/Fax #</b>	(213) 675-3437
<b>Email</b>	<a href="mailto:raelynn.napper@lacity.org">raelynn.napper@lacity.org</a>

Whereas, the parties have agreed to enter into this Statement of Work #314612 which shall, as of the SOW Effective Date, serve to supersede and replace SOW #194029 between Customer and Workday dated April 9, 2020. Now therefore, as of the SOW Effective Date, SOW #194029 shall be hereby terminated with no further force or effect. Upon the SOW Effective Date, the parties shall have no further obligation with respect to SOW #194029.

This Statement of Work (including Appendix A attached hereto, this "**SOW**") is entered as of the SOW Effective Date listed above and is governed by and subject to the Professional Services Agreement (the "**PSA**") between the Workday customer listed above ("**Customer**") and the Workday entity listed above ("**Workday**") that covers Workday's provision of Professional Services to Customer. Each Customer and Workday shall be referred to in this SOW as a "**Party**" and collectively as the "**Parties**." In the event of a



conflict between the terms of this SOW and the terms of the PSA, the terms of this SOW shall prevail with respect to the subject matter hereof. All capitalized terms not otherwise defined herein shall have the same meaning as in the PSA. This SOW is non-cancelable and non-refundable.

## 1. GENERAL

This SOW details the Professional Services Workday will perform for the deployment of the Workday Service for all departments in the City of Los Angeles, including any applicable Workday deliverables, project milestones, expected project duration, pricing, and payment schedules during the project. If Customer wishes to secure additional Professional Services to deploy functionality not included in the scope of this SOW, change the roles and responsibilities typically included for Workday deployments, change the timeline of deployment, or otherwise initiate additional efforts outside the scope of this SOW, Workday will provide a proposal for such Professional Services and develop a separate SOW or Change Order subject to the Change Order Process defined in the PSA.

## 2. WORKDAY METHODOLOGY AND PROJECT SCOPE

The Workday deployment methodology consists of five stages: Plan, Architect, Configure & Prototype, Test, and Deploy (each, a "**Stage**"). The Professional Services and deliverables within each Stage of the methodology are explained in Appendix A. The project scope has been defined through several discussions with Customer and is detailed in the Workday Project Scope section also included in Appendix A. In the event of a conflict between the terms of this SOW and the terms of Appendix A, Appendix A shall control. Any feature, functionality, and/or Professional Services not explicitly identified in the Workday Project Scope section is out of scope for this SOW.

## 3. FEES

- 3.1** Workday shall provide to Customer the Professional Services as set forth herein on a fixed fee basis. Customer shall pay all fees and any other amounts due hereunder in the currency designated above and such currency supersedes any other currencies previously quoted. Customer shall pay to Workday the Professional Services fees in connection with the provision of the Professional Services in accordance with the PSA and the Workday-provided invoice. Invoicing will occur as outlined in the table below. Invoices are due in accordance with the PSA. All remittance advice, and invoice inquiries can be directed to [Accounts.Receivable@workday.com](mailto:Accounts.Receivable@workday.com). All change orders resulting in additional scope added to the project may be added into the next milestone payment invoice. There will be five stages (Plan, Architect, Configure and Prototype, Test and Deploy) and post-production support. The parties agree that City will withhold ten (10) percent of the fees incurred for each milestone billing until the total fees withheld (the "Holdback") equal \$2,444,462. Once the Holdback amount is equal to \$2,444,462, no additional fees will be withheld from milestone billings. The Holdback on milestone invoices totaling \$2,444,462 will be invoiced per the following schedule: Holdback Release #1 of \$900,000 in May, 2022 after Phase 1 go-live; Holdback Release #2 of \$600,000 in January, 2023 after Phase 2 go-live; Holdback Release #3 of \$944,462 upon completion of Post Production Support in February, 2023. There is also a Customer signoff on completion of each Stage in accordance with the Project Stages Acceptance Criteria in Section 3.4. The Holdback on milestone invoices associated with its respective Stage will be invoiced along with the milestone signoff of each Stage. If this SOW is terminated prior to the Go-Live Date Customer shall pay the Holdback fees for the work completed.
- 3.2** The fixed fees due Workday for the Professional Services under this SOW are \$34,464,764, including \$13,181,046 for the change in deployment approach and timeline. Project related travel expenses are included in the fees. Each milestone event signoff will trigger the Workday invoicing process. The deployment start date is February 3, 2020.



Milestone Payments: Phases 1 and 2

Payment #	Milestone Event	Phase	Estimated Milestone Month	Workday Invoice/ Percentage Payment	Milestone Amount (including travel expenses)	Holdback	Invoice Amount	Cumulative Holdback
1	Delivery of Initial Tenant			WD-173450	\$ 250,000	\$ (25,000)	\$ 225,000	\$ 25,000
2	Delivery of Training Plan			WD-173458	\$ 500,000	\$ (50,000)	\$ 450,000	\$ 75,000
3	Delivery of Project Plan			WD-176117	\$ 750,000	\$ (75,000)	\$ 675,000	\$ 150,000
4	Signoff Plan Stage			WD-176118	\$ 1,000,000	\$ (100,000)	\$ 900,000	\$ 250,000
5	Delivery of Updated Charter			WD-178056	\$ 1,000,000	\$ (100,000)	\$ 900,000	\$ 350,000
6	Completion of Architect Workshops			WD-184511	\$ 1,200,000	\$ (120,000)	\$ 1,080,000	\$ 470,000
7	Completion of Configuration Prototype			WD-188941	\$ 1,200,000	\$ (120,000)	\$ 1,080,000	\$ 590,000
8	Signoff Architect Stage			WD-189033	\$ 1,200,000	\$ (120,000)	\$ 1,080,000	\$ 710,000
9	Delivery of Testing Strategy			WD-193587	\$ 1,200,000	\$ (120,000)	\$ 1,080,000	\$ 830,000
	CO 251262			WD-203294	\$ 223,500		\$ 223,500	\$ 830,000
10	Completion of Customer Workshops			WD-204389	\$ 1,300,000	\$ (130,000)	\$ 1,170,000	\$ 960,000
11	Signoff C&P Stage			WD-206469	\$ 1,300,000	\$ (130,000)	\$ 1,170,000	\$ 1,090,000
12	Delivery EtE Test Tenant			WD-204384	\$ 1,500,000	\$ (150,000)	\$ 1,350,000	\$ 1,240,000
13	End User Training Plan			WD-207374	\$ 1,500,000	\$ (150,000)	\$ 1,350,000	\$ 1,390,000
14	CO 251262			WD-217133	\$ 126,000		\$ 126,000	\$ 1,390,000
15	Cycle 2 Testing			WD-224404	\$ 1,000,000	\$ (110,000)	\$ 890,000	\$ 1,500,000
16	HCM Tenant Build			WD-224405	\$ 900,000		\$ 900,000	\$ 1,500,000
17	Stakeholder Interviews			WD-225092	\$ 700,000		\$ 700,000	\$ 1,500,000
<b>Invoices #1-17 on Current Contract</b>					\$ 16,849,500		\$ 15,349,500	
18	Completion of End User Training Materials		Jan	4.71%	\$ 900,000		\$ 900,000	
19	Configuration Finalization	1	Nov	4.71%	\$ 900,000	\$ -	\$ 900,000	\$ -
20	Phase 1 HCM/COMP Tenant Build	1	Dec	4.71%	\$ 900,000	\$ -	\$ 900,000	\$ -
21	Proof of Concept - Workday to PaySR integration	1	Dec	4.71%	\$ 900,000	\$ -	\$ 900,000	\$ -
22	Phase 2 FMS Tenant Build	2	Jan	4.71%	\$ 900,000	\$ -	\$ 900,000	\$ -



**Milestone Payments: Phases 1 and 2**

Payment #	Milestone Event	Phase	Estimated Milestone Month	Workday Invoice/ Percentage Payment	Milestone Amount (including travel expenses)	Holdback	Invoice Amount	Cumulative Holdback
23	Integrations for Phased Deployment finalized	1	Jan	5.23%	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
24	End to End Testing Complete	1	Feb	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$100,000.00
25	ABS/Comp Gold Tenant Build	1	Mar	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$200,000.00
26	Phase 1 Go-Live	1	April	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$300,000.00
27	Holdback Release #1 for initial \$1.5M	1	May	4.71%		\$ 900,000	\$ 900,000	
28	Training Delivery Complete	1	May	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$400,000.00
29	Post Production Support Complete	1	Jun	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$500,000.00
30	End to End Testing Complete	2	Jul	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$600,000.00
31	Parallel Tenant Build Complete	2	Aug	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$700,000.00
32	FMS Integration Testing completed	2	Sep	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$800,000.00
33	Training Preparation Completed	2	Oct	4.71%	\$ 1,000,000	\$(100,000)	\$ 900,000	\$900,000.00
34	Pre Prod Gold Tenant Build Complete	2	Nov	5.00%	\$ 1,000,000	\$ (44,462)	\$ 955,538	\$944,461.79
35	End User Training Materials Complete	2	Dec	5.23%	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
36	Phase 2 Go Live	2	Dec	5.23%	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
37	Holdback Release #2 for initial \$1.5M	2	Jan	3.14%		\$ 600,000	\$ 600,000	\$ -
38	Phase 2 - Post Production Support (PPS) Complete	2	Feb	0.60%	\$ 115,264		\$ 115,264	\$ -
38	Holdback Release for Phase 2 PPS Complete	2	Feb	4.94%		\$ 944,462	\$ 944,462	\$ -
<b>Total Deployment Invoicing</b>					<b>\$ 34,464,764</b>	<b>\$ 0</b>	<b>\$34,464,764</b>	
<b>Current Contract (Original SOW + CR's to date)</b>					<b>\$ 21,283,718</b>			
<b>Phased Deployment Change Request</b>					<b>\$ 13,181,046</b>			

The mutually agreed upon deployment project plan will be the document that the Customer Project Manager and Workday Engagement Manager will use to directly correlate work done vs. work to be done based on the Output and Responsibilities columns in the tables of Appendix A, 3. Methodology section. Workday will report this information in three ways:

- 3.2.a Workday team conducts a weekly Workstream status report that tracks work done/work to be done. This ultimately rolls up to the milestone sign-off document.
- 3.2.b. There is a bi-weekly written status report that rolls up to the PMO.

3.2.c. There is a monthly written status report for the Executive Steering Committee

- 3.3** If Customer terminates this SOW or the Agreement other than for Workday's material breach of this SOW or the Agreement, to the extent Workday has partially completed a milestone or deliverable for which completion is required to receive payment, Customer shall pay to Workday a pro rata portion of next milestone or deliverable payment based on Professional Services performed by Workday through the effective date of termination. Upon payment, Workday will deliver to Customer any such partially completed milestones and deliverables in the form they exist as of the effective date of termination; provided that all such material is provided on an "as-is" basis, without warranty or further Workday obligation of any kind.
- 3.4** Project Stages Acceptance Criteria: Except as otherwise mutually agreed, the following procedures shall govern acceptance of each project stage under this SOW. Customer's Project Manager (or his or her designee) shall be Customer's authorized representative ("Acceptor") to (i) accept or reject a project stage, in whole or in part, and (ii) communicate Customer's comments, objections or responses concerning any project stage. The following procedures shall apply upon delivery of each project stage under this SOW to determine Customer acceptance of this stage. The acceptance criteria for each stage shall consist of the specific requirements of this SOW and such additional criteria only as the parties mutually agreed upon in writing (the "Acceptance Criteria"). 1) Customer may not unreasonably withhold or delay any acceptance of a project stage. 2) The Acceptor shall use reasonable efforts to promptly review the project stage within five (5) business days after receipt of notification from Workday that the applicable project stage is completed. Within the five (5) business days from notification, the Acceptor shall deliver to Workday either (a) written acceptance (e-mail is acceptable), or (b) a written response describing in sufficient detail the unacceptable portions. Project stages are deemed accepted when Customer formally accepts in writing; however, if Customer does not specifically identify deficiencies in writing within five (5) business days after notification from Workday, or notify Workday in writing within five (5) business days that the Customer needs additional time to review the deliverables and specify how much time will be required, then the acceptance will be deemed received.

#### **4. HR PAYROLL STEERING COMMITTEE**

- 4.1** The HR Payroll Steering Committee provides overall governance for the Workday Service deployment. Responsibilities include:
- Defines and maintains a set of project "Guiding Principles" or "Vision and Goals"
  - Ensuring alignment with business objectives
  - Monitoring project financials
  - Reviewing risk mitigation plans and ensuring the timely resolution of all issues; including taking ownership to manage operational organizational issues and risks through closure.
  - Reviewing and approving change requests that impact budget, scope or schedule
- 4.2** The Steering Committee will meet on a regular basis and be comprised of Customer Executive Sponsor, Customer Project Manager, Workday Executive Sponsor, Workday Program Executive, Workday Project Director, and Workday Engagement Manager. Failure to organize and agree on a Steering Committee schedule of meetings will result in a stoppage of work.

#### **5. PROJECT CHANGE CONTROLS**

- 5.1** Change is an inevitable part of a project and the Parties shall work jointly to analyze each change for its impact on the project.
- 5.2** The purpose of a change management procedure is to manage change requests to establish approved changes will be controlled, ensuring the leadership team is aligned on the impacts to the



project schedule, budget, and agreed deliverables. The primary objectives of the change management procedure are to:

- Manage each change request from initiation through to closure,
- Process change requests based upon direction from the appropriate authority as defined by the Customer, and
- Communicate the impact of changes to appropriate personnel.

5.3 The use of the formal change management procedure is required when any changes are discovered or requested which impact previously reviewed, approved, and published project activities, deliverables and/or timelines. The documentation and tracking of all change requests will be managed pursuant to the Change Order Process defined in the PSA.

5.4 The avoidance of project delays is material to Customer's use of Professional Services and Workday's ability to provide Professional Services. In the event of any material project delay due to the fault of Customer, Workday, or causes not within the control of either Party, the Parties will attempt to reasonably mitigate the effects of such delay. This may include issuing a \$0 Change Order if it is a fault of Workday. Either Party may convene a Steering Committee meeting to resolve such delays and to develop a reasonable, mutually agreed solution. If the Customer's Project Manager/PMO and/or Steering Committee determines there are project impacts due to a delay, including but not limited to changes in project scope, estimated level of effort, project timeline, project resource commitments, or estimated Professional Services fees and/or expenses, a mutually agreed upon Change Order will be initiated, pursuant to the Change Order Process defined in the PSA. The ITA's GM and City CIO will be responsible for negotiating the Change Order with Workday.

5.5 Workday's effort and budget estimate are fixed price based on delivery of the scope of services as set forth in this SOW. The scope of the services as documented shall remain unchanged, except as the parties may mutually agree in writing. All other work, including schedule and scope extensions or changes not approved by Workday (or not within Workday's responsibility per this SOW), shall require the parties to discuss and agree upon a Change Order to the SOW and pricing. Workday shall not be obligated to absorb schedule or scope extensions that are not expressly within its responsibility per the terms of this SOW.

5.6 Pricing for this SOW is based on the substantial size of the project and has been discounted from Workday's normal rates for its Education & Government customers. This same discounting structure shall be used to price Change Orders for work performed through January 31, 2022. The Contract has information about how rates will be determined commencing February 1, 2022.

## 6. KEY PERSONNEL

6.1 The Parties acknowledge that the following roles shall constitute ("Key Personnel") as further defined below:

- Engagement Manager – Ken Chambers (email: [kenneth.chambers@workday.com](mailto:kenneth.chambers@workday.com))
- HCM Manager
- Payroll and Time Manager
- Data Conversion Lead
- Change Management & Training Lead
- Technical Architect/Lead

It is understood that the Key Personnel roles are critical to the project and the absence of the Key Personnel for work that requires their participation would have material adverse impact to the project. With the exception of the Engagement Manager, the Key Personnel roles are not dedicated 100% to the project and persons filling those roles will have other assignments during the project as well. Furthermore, the Key Personnel Roles other than Engagement Manager may





be filled by more than one person during the project to leverage the strengths of different individuals. Workday will make commercially reasonable efforts to commit Key Personnel to the specified duration of Customer's deployment. The interviewing process described in section 12.7(d) of the Professional Services Agreement shall apply to both initial holders and replacements for the identified Key Personnel roles.

## **7. EXPIRATION OF OFFER**

The offer set forth in this SOW is valid only through January 31, 2022 ("**SOW Offer Expiration Date**"), and in the event this SOW is not executed by such date, the offer may be rescinded by Workday, in which case all terms are null and void, and neither Party shall have any obligation in relation hereto.



## 8. SIGNATURES

The undersigned represent and warrant they are authorized to bind their respective Party to this SOW.

### CITY OF LOS ANGELES

### WORKDAY, INC.

---

Signature

---

Signature

---

Name

---

Name

---

Title

---

Title

---

Date

---

Date



## Appendix A: Customer Staffing, Deployment Approach, Workday Methodology and Project Scope

### 1. ESTIMATED CUSTOMER PROJECT STAFFING

The table below provides guidance on the minimum number of the project resources required by Customer for the project. Customer may require more resources than what is estimated below. Customer project resources must be named prior to the commencement of the project. The appropriate individuals must attend Core Workday training before the Plan Stage begins to ensure all Customer roles have been filled and all Customer participants are prepared for their roles. Workday will work with Customer to address any concerns that may arise when identifying participants and understanding their level of participation.

Detailed roles and responsibilities will be documented in the Project Charter.

Estimated Customer Staffing Requirements (Hours)						
Phase 1 - HCM/Payroll						
<b>Client Suggested Staffing Totals</b>	<b>5,834</b>	<b>36,179</b>	<b>33,102</b>	<b>68,733</b>	<b>22,114</b>	<b>17,445</b>
Weeks	12	20	16	32	6	8
Project Stage	<b>PLAN</b>	<b>ARCHITECT</b>	<b>CONFIGURE</b>	<b>TEST</b>	<b>DEPLOY</b>	<b>SUPPORT</b>
Project Leadership						
Executive Steering Committee Members	88	158	141	246	53	70
ITA PMO/Director (1.5)	440	792	924	1232	264	352
Project Scheduler/Coordinator	240	400	320	640	120	160
Project Cutover Lead	0	0	320	640	240	88
<b>Total Hours</b>	<b>856</b>	<b>1,509</b>	<b>1,846</b>	<b>3,005</b>	<b>730</b>	<b>741</b>
HCM Team						
<b>HCM Project Lead</b>	360	800	640	1280	240	320
<b>Compensation Lead</b>	192	400	512	1024	192	256
<b>Benefits Lead</b>	192	400	320	640	120	160
HCM/Comp/Benefits Business Analyst (3)	132	1800	1440	3840	540	720
HCM/Comp/Benefits Technical Analyst (3)	132	1800	1440	3840	540	720
Business Process Administrator	44	198	512	1024	192	88
<b>Payroll Lead</b>	360	800	640	1280	240	320



Payroll Analyst (2) Business	88	1584	1280	2560	480	640
Payroll Analyst (2) Technical	88	1584	1280	2560	480	640
<b>Time Tracking Lead</b>	360	800	640	1280	240	320
<b>Absence Lead</b>	192	400	512	1024	192	256
Time/Absence Business Analyst (2)	88	1584	1280	2560	480	640
Time/Absence Technical Analyst (2)	88	1584	1280	2560	480	640
SME's (approx. 15)	44	6000	1920	6000	320	0
<b>Total Hours</b>	<b>2,360</b>	<b>19,734</b>	<b>13,696</b>	<b>31,472</b>	<b>4,736</b>	<b>5,720</b>
Finance Team						
Finance Analyst - (GL, Costing & FDM)	264	528	528	616	66	88
<b>Total Hours</b>	<b>264</b>	<b>528</b>	<b>528</b>	<b>616</b>	<b>66</b>	<b>88</b>
Technical Team						
<b>Technical Lead</b>	330	792	640	1232	198	320
<b>Conversion Lead</b>	220	792	640	1232	198	320
Conversion Analyst (2)	88	1584	1280	2560	479	640
<b>Integration Lead</b>	220	792	640	1232	198	320
Integration Analyst (3)	132	1800	1440	3840	540	720
<b>Reporting Lead</b>	110	396	528	924	198	264
Reports Analyst (2)	0	792	792	792	264	352
<b>Security Lead</b>	110	792	640	1232	198	320
Security Analyst (2)	44	286	480	924	198	264
<b>Total Hours</b>	<b>1,254</b>	<b>8,026</b>	<b>7,080</b>	<b>13,968</b>	<b>2,471</b>	<b>3,520</b>
Testing Team						
<b>Testing Lead</b>	330	792	640	1232	239	32
Testing Team Member(s)	0	640	512	2560	239	64
<b>Total Hours</b>	<b>330</b>	<b>1432</b>	<b>1152</b>	<b>3792</b>	<b>478</b>	<b>96</b>
Internal Auditor						
Internal Auditor	0	198	141	246	26	0
Change Management Team						



<b>Change Management Lead</b>	220	396	352	616	132	176
Change Management Team Member(s)	220	0	352	616	132	176
Communications Lead	220	396	352	616	132	176
Communications Team Member(s)	110	198	176	308	132	176
Training Lead	0	0	176	308	66	88
Training Coordinator	0	0	352	616	239	88
Change Champions (approx. 200)	0	3960	7040	12800	12800	6400
<b>Total Hours</b>	<b>770</b>	<b>4950</b>	<b>8800</b>	<b>15880</b>	<b>13633</b>	<b>7280</b>

*Additional Hours for Phases 1 and 2:*

Estimated Customer Staffing Requirements (Hours)													
Month	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Year	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2023	2023
Project Stage	C&P/Test	Deploy	Deploy	Support	Support	Testing	Testing	Testing	Testing	BUILD	BUILD	Support	Support
Executive Steering Committee	8	12	12	2	2	12	12	12	12	12	12	2	2
ITA PMO/Director	12	12	12	4	4	12	12	12	12	12	12	12	12
Project Scheduler/Coordinator	128	128	128	128	128	128	128	128	128	128	128	0	0
Project Cutover Lead	0	48	48	8	8	8	8	8	48	48	48	8	8
HCM Team	400	400	400	400	400	214	224	224	224	224	92	92	92
HCM Project Lead	160	160	160	160	160	6	16	16	16	16	4	4	4
Compensation Lead	160	160	160	160	160	128	128	128	128	128	64	64	64
Benefits Lead	80	80	80	80	80	80	80	80	80	80	24	24	24
Payroll Lead	160	160	160	160	160	160	160	160	160	160	160	160	160
Payroll Business Analyst (2)	192	192	192	192	192	192	192	192	192	192	192	32	32
Payroll Technical Analyst (2)	256	128	128	128	128	128	128	128	128	128	128	128	128
Time Tracking Lead	160	160	160	160	160	160	160	160	160	160	160	160	160
Absence Lead	96	96	96	96	96	96	96	96	96	96	96	64	64
Time/Absence Business Analyst (2)	96	96	96	96	96	96	96	96	96	96	96	64	64
SME's (Testing - 12)	288	288	0	0	0	288	288	288	288	0	0	0	0
Finance Analyst - (GL, Costing & FDM)	48	48	48	48	48	48	12	12	12	0	0	0	0
Conversion Lead	128	128	128	128	128	128	128	128	128	128	128	32	32
Conversion Analyst (2)	256	256	128	128	128	256	128	128	128	256	32	32	32
Integration Lead	160	160	160	160	160	160	160	160	160	160	160	160	160
Integration Analyst (3)	384	384	384	384	384	384	384	384	384	384	384	384	384
Reporting Lead	160	160	160	160	160	160	160	160	160	160	160	160	160
Reports Analyst (2)	160	160	160	160	160	160	160	160	160	160	160	160	160
Security Lead	64	64	64	64	64	64	64	64	64	64	64	64	64
Testing Lead	160	160	160	160	160	160	160	160	160	160	160	160	160



Change Management Lead	32	32	32	32	32	32	32	32	32	32	32	32	32
Change Management Team Member(s) (3)	96	96	96	96	96	96	96	96	96	96	96	96	96
Training Coordinator	8	8	8	8	8	8	8	8	8	8	8	8	0
Change Champions (approx. 200)	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600
<b>Total Hours</b>	<b>5452</b>	<b>5376</b>	<b>4960</b>	<b>4902</b>	<b>4902</b>	<b>4964</b>	<b>4820</b>	<b>4820</b>	<b>4860</b>	<b>4688</b>	<b>4200</b>	<b>3702</b>	<b>3694</b>

## 2. DEPLOYMENT APPROACH

It is assumed that a standardized Business Process Framework will be used by all of Customer's organizations, including manager and employee self-service. Preconfigured processes will be used as a starting point for all process configuration and expanded upon. A Workday-provided SFTP site shall be used for all data conversions performed during the Project.

Based on a projected project start date of April 13, 2020, the estimated duration and estimated completion dates of each Project stage are listed below. A written project plan (the "**Project Plan**") will be delivered in the Plan Stage that will confirm exact dates and duration of each Stage.

Delays due to Customer, including business transformation activities such as restructuring a job catalog, may result in a Change Order.

				Estimated Start Date	Estimated Completion Date	Production Support Completion Date				
<b>Phase 1: Human Capital Management, Compensation &amp; Prism Analytics</b>				October 1, 2021	April 10, 2022	June 3, 2022				
<b>Phase 2: Payroll, Benefits, Time Tracking, Absence &amp; Prism Analytics</b>				October 1, 2021	December 18, 2022	February 18, 2023				



Below is the listing of the Architect Stage functional and technical workshops schedule. This includes the functional areas and the estimated start and end weeks for each of the Workshops. Appendix C depicts the visual representation of the estimated Architect Stage Functional and Technical Workshop schedule.

Workshop	Functional Area Covered by Workshop	Estimated Start Week	Estimated End Week
Integration Discovery Workshop (SKU: ALL)	<ul style="list-style-type: none"><li>• Technical Systems Requirements</li></ul>	Week 13	Week 14
HCM Workshops (SKU: HCM)	<ul style="list-style-type: none"><li>• Employee Info &amp; History</li><li>• Position Control</li><li>• Technical System Requirements</li><li>• Employee Labor Relations</li><li>• Onboarding &amp; Flex Workforce</li></ul>	Week 13	Week 16
Benefits Workshops (SKU: HCM)	<ul style="list-style-type: none"><li>• Benefits Administration</li></ul>	Week 17	Week 18
Absence/Time Tracking Workshops (SKU: HCM, Time Tracking)	<ul style="list-style-type: none"><li>• Separations &amp; Absences</li><li>• Time and Absence</li></ul>	Week 18	Week 20
Compensation Workshops (SKU: HCM)	<ul style="list-style-type: none"><li>• Compensation</li></ul>	Week 21	Week 22
Payroll Workshops (SKU: Payroll)	<ul style="list-style-type: none"><li>• Payroll</li></ul>	Week 23	Week 25
Integration Workshops (SKU: All)	<ul style="list-style-type: none"><li>• Technical System Requirements</li></ul>	Week 26	Week 27
Security & Reporting Workshops (SKU: ALL)	<ul style="list-style-type: none"><li>• Security &amp; Access</li><li>• Technical System Requirements</li></ul>	Week 28	Week 29
Out of Scope	<ul style="list-style-type: none"><li>• Talent Acquisition</li><li>• Talent Review</li><li>• Workforce Planning</li></ul>	N/A	N/A

### Deployment Plan

Countries / Segment Included	Scope	Number of Employees
United States	HCM (Core HR, Compensation, Absence Management, and Benefits), Time Tracking, US Payroll	40,085

### Deployment Plan

The fees and timeline for this Project are based on the following assumptions stated below. If any of these assumptions are not met, Workday will (i) promptly advise Customer in writing; (ii) use reasonable efforts





to mitigate delays and additional costs or fees; and/or (iii) increase its fees to reflect the additional Professional Services rendered as a result of Customer's failure to meet the identified assumption.

### **3. METHODOLOGY**

Workday's Deployment Methodology consists of the following five Stages. Deliverables and their owners are listed for each stage. The Primary Owner is accountable for the deliverable. The Secondary Owner works with the Primary Owner to achieve successful completion of the deliverable but is not responsible for producing/executing the resulting deliverable. The Secondary role may provide advice, recommendations, templates, and/or examples.

#### **3.1 Plan Stage**

The objectives of the Plan Stage are to further define the overall project scope and to develop the procedures and mechanisms required to plan and control the project. This Stage will allow for a macro description of governance and project rules of engagement. All departments will be incorporated into the project and made aware of their level of effort required for a successful project. This stage formally documents the detailed project scope to facilitate its execution through the Project Plan. The Plan Stage also defines the team members, roles, and responsibilities, and the project communication approach that will be used throughout the project. This Stage concludes with a kickoff meeting for the project team.

At the completion of the Plan Stage, Workday will evaluate whether any changes in scope, deployment approach, or assumptions were identified. If so, Workday will determine whether these changes would likely result in a material difference in estimated timeline, resource requirements, or estimated costs. If revisions to the project plan are necessary, a Change Order will be drafted, reviewed, and submitted to Customer via the Change Order process outlined in the PSA.

Section #	Deliverable	Output	Workday Responsibilities	Customer Responsibilities	Deliverable Status
3.1.1	<b>Project Start Up</b>	Initiation of the project, including: <ul style="list-style-type: none"> <li>Completion of Customer onboarding and orientation</li> <li>Documentation of Customer information and logistics</li> <li>Set up of Project Collaboration site</li> <li>Review of project scope</li> </ul>	Primary Owner  Workday Engagement Manager <ul style="list-style-type: none"> <li>Conduct Customer onboarding activities related to sFTP site and setting up the project repository</li> <li>Conduct Customer project orientation meeting</li> <li>Conduct scope review meetings</li> <li>Provide access to a sample demo Workday tenant</li> </ul>	Secondary Owner  Customer Project Manager <ul style="list-style-type: none"> <li>Identify internal Project Manager, Training Coordinator, and Workday Community Coordinator</li> <li>Attend scheduled on-boarding, orientation, and review calls/meetings with Workday</li> </ul>	Completed
3.1.2	<b>Customer Project Team Training Plan</b>	Plan for completion of Workday training	Secondary Owner  Workday Engagement Manager <ul style="list-style-type: none"> <li>Confirm Customer completes fundamentals training</li> <li>Confirm Customer Project Manager Training</li> <li>Identify core Product Training sessions to attend</li> </ul>	Primary Owner  Customer Project Manager and Project Team Members <ul style="list-style-type: none"> <li>Identify project team members that will attend training programs</li> <li>Identify project team members that will require access to Workday Community</li> <li>Complete Workday Customer PM training</li> <li>Schedule, register for and attend Workday training classes</li> </ul>	Completed

3.1.3	<b>Project Planning Initiation</b>	<p>Meetings designed to initiate project orienting for Customer on approach, tools, and controls. Based on review of scope, drafts are developed for the following:</p> <ul style="list-style-type: none"> <li>Initial Project Plan</li> <li>Tenant Management Plan</li> <li>Customer Landscape Review</li> <li>Data Conversion Strategy</li> <li>Reporting Strategy</li> <li>Test Strategy</li> <li>Integration Strategy</li> </ul>	<p>Primary Owner</p> <p>Workday Engagement Manager</p> <ul style="list-style-type: none"> <li>Provide initial project plan with deliverables and milestones</li> <li>Develop draft of Tenant Management plan and Strategy documents</li> <li>Conduct Project Manager Kick-off meeting</li> <li>Identify and schedule required meetings, status reporting requirements and meeting cadence</li> </ul>	<p>Secondary Owner</p> <p>Customer Project Manager</p> <ul style="list-style-type: none"> <li>Update initial project plan with Customer deliverables and milestones including external dependencies</li> <li>Work with Engagement Manager to review and refine the project plan</li> <li>Review scope document and project charter. Provide input as needed.</li> </ul>	Completed
3.1.4	<b>Project Charter</b>	<p>Workshops designed to define the Project Charter. This will be a co-creation experience with the Project Team, the Executive Steering Committee, and representatives from key departments. The workshops should be held off-site and will incorporate principles of design thinking to come to a collaborative and mutually agreed upon outcomes.</p> <ul style="list-style-type: none"> <li>Project Charter <ul style="list-style-type: none"> <li>Defined Project Goals</li> </ul> </li> </ul>	<p>Primary Owner</p> <p>Workday Engagement Manager &amp; Change Enablement Lead</p> <ul style="list-style-type: none"> <li>Conduct interviews and workshops with select stakeholders from the Project, Executive Steering Committee, and key Departments</li> </ul>	<p>Secondary Owner</p> <p>Customer Project Manager</p> <ul style="list-style-type: none"> <li>Review project charter. Provide input as needed.</li> <li>Begin to finalize resources, roles and responsibilities for the Customer project team</li> <li>Identify Executive Steering Committee members</li> </ul>	Completed

		<ul style="list-style-type: none"> <li>○ Success Metrics</li> <li>○ Governing Principles</li> <li>○ Governance/decision making model</li> </ul>			
3.1.5	<b>Foundation Tenant Build</b>	Tenant build includes data analysis, collection, and configuration activities to prepare Customer's deployment tenant for the Architect Stage.	<p>Primary Owner</p> <p>Workday Functional and Technical Consultants</p> <ul style="list-style-type: none"> <li>● Conduct Foundation Concepts overview sessions</li> <li>● Provide format and layout required for legacy data in configuration workbook</li> <li>● Load the data into the foundation tenant and provide exception report of the data fallouts</li> </ul>	<p>Secondary Owner</p> <p>Customer Functional Leads, Conversion Lead, Conversion Team Member(s)</p> <ul style="list-style-type: none"> <li>● Identify and assign key stakeholder groups</li> <li>● Attend Foundation Overview Sessions</li> <li>● Extract and transform initial data for Foundation Tenant Build</li> <li>● Provide extracted, transformed, and validated data in required format</li> <li>● Validate converted data in the Workday tenant</li> <li>● Participate in stakeholder engagement events.</li> </ul>	Completed
3.1.6	<b>Organizational Change Management Strategy</b>	Outlines the strategy for the change management effort of the project. This includes the cross-workstream approach, the high-level timeline and activity plan for each workstream, the responsible persons/teams,	<p>Primary Owner</p> <p>Workday Change Enablement Lead</p> <ul style="list-style-type: none"> <li>● Define the strategy for change management organized around core workstreams of change</li> </ul>	<p>Secondary Owner</p> <p>Customer Change Management Team Lead</p> <ul style="list-style-type: none"> <li>● Provide guidance to support the development of the strategy including discussions about what has and has</li> </ul>	Completed

		and key steps to provide change management for the project.	<p>enablement, communications, and training.</p> <ul style="list-style-type: none"> <li>Identify the key OCM activities and timeline.</li> <li>Identify change readiness criteria, guiding principles for change, review cycle for each OCM deliverable, and status reporting framework</li> </ul>	<p>not worked before and important insights about critical departments</p> <ul style="list-style-type: none"> <li>Provide guidance to support the socialization of the change with key stakeholders and participants</li> <li>Review and acceptance of the Organizational Change Management Strategy</li> </ul>	
3.1.7	<b>Communications Strategy and Plan</b>	<p>Provides the Communications strategy and plan for Customer communications and engagement.</p> <p><b>Communications Strategy</b> defines the focus and intent of the communications effort and provides a vision of how communications &amp; engagements support the overall change effort</p> <p><b>Communications Plan</b> details the communication effort of the Change team and provides a consolidated view of all planned communications related to the project</p>	<p>Primary Owner</p> <p>Workday Change Management Lead</p> <ul style="list-style-type: none"> <li>Develop communications strategy and plan</li> <li>Identify communication channels and key messages</li> <li>Identify communication Issues/Risks</li> <li>Identify feedback mechanisms to track effectiveness of communications</li> </ul>	<p>Secondary Owner</p> <p>Customer Communications Lead</p> <ul style="list-style-type: none"> <li>Provide guidance and support to the development of the communications strategy and plan</li> <li>Provide guidance and support to effective communication channels</li> <li>Review and approve communications strategy and plan prior to start of communications</li> </ul>	Completed

3.1.8	<b>Launch Communication Materials</b>	Development and delivery of project communications to prepare impacted stakeholders for the transition to Workday. Continues throughout the lifecycle of the project.	<p>Primary Owner</p> <p>Workday Change Enablement Lead</p> <ul style="list-style-type: none"> <li>Develop communications based on the communications plan</li> <li>Measure effectiveness of communications</li> <li>Support Customer delivery of communications</li> </ul>	<p>Secondary Owner</p> <p>Customer Communications Lead and Communication Team Member(s)</p> <ul style="list-style-type: none"> <li>Provide guidance and support to the development of the communications</li> <li>Review, approve, and deliver communications to impacted stakeholder groups leveraging Customer communication channels</li> </ul>	Completed
3.1.9	<b>Project Planning Initiation Documents</b>	<p>Documents associated with the initiation of the project, including:</p> <ul style="list-style-type: none"> <li>Draft Project Plan</li> <li>Draft Tenant Management Plan</li> <li>Documents to support and execute project work stream sessions including Foundation, Functional, Reporting, Integration, Testing, Data Conversion</li> <li>The Project Kick-off Meeting Presentation designed for a broad orientation</li> </ul>	<p>Primary Owner</p> <p>Workday Engagement Manager</p> <ul style="list-style-type: none"> <li>Create draft documents for Customer to review</li> <li>Ongoing management and updates of the documents</li> </ul>	<p>Secondary Owner</p> <p>Customer Project Manager</p> <ul style="list-style-type: none"> <li>Reviews draft documents and provides feedback</li> <li>Ongoing management and updates of the documents</li> </ul>	Completed

		introduction for the full customer and consulting project teams			
3.1.10	<b>Updated Project Charter Documents</b>	Updated Project Charter document	Primary Owner  Workday Engagement Manager & Change Enablement Lead	Secondary Owner  Customer Project Director	Completed
3.1.11	<b>Project Initiation Checkpoint</b>	Engagement Manager review of the Project Initiation documents to confirm the defined scope, tasks, and timelines aligned to the Workday Deployment Methodology. The Delivery Assurance Support Team reviews for completeness and accuracy.	Primary Owner  Workday Engagement Manager and Workday Delivery Assurance Support Team  <ul style="list-style-type: none"> <li>Review Project Initiation documents</li> </ul>	Secondary Owner  Customer Project Director	Completed



3.1.12	<b>Plan Stage Sign-Off</b>	Customer sign-off on completion of Plan Stage	Secondary Owner  Workday Engagement Manager <ul style="list-style-type: none"> <li>• Prepare Stage Sign Off document</li> <li>• Schedule Stage Sign Off meeting</li> <li>• Conduct Stage Sign Off document review with Customer</li> <li>• Sign Stage Sign Off document after Customer signs</li> </ul>	Primary Owner  Customer Project Manager <ul style="list-style-type: none"> <li>• Attend Stage Sign Off review meeting</li> <li>• Sign Stage Sign Off document</li> </ul>	Completed
--------	----------------------------	---	---	--	-----------

### 3.2 Architect Stage

The Architect Stage of a Workday deployment enables Customer and Workday project team members to come to a common understanding of global and/or enterprise-wide configuration requirements and business process definitions. Following the kickoff meeting, Workday consultant(s) will work with Customer to create a detailed inventory of business processes, configuration requirements, and integration requirements that are applicable across the enterprise. The Project Plan will be finalized, and resources will be assigned based on the decisions made during Customer design sessions. **Customer project team members must complete Core Workday training prior to the beginning of this Stage.** It is during this Stage that design workshops will be used to drive the business decisions necessary to successfully implement the Workday Service.

At the completion of the Architect Stage, Workday will evaluate whether any changes in scope, deployment approach, or assumptions were identified. If so, Workday will determine whether these changes would likely result in a material difference in estimated timeline, resource requirements, or estimated costs. If revisions to the project plan are necessary, a Change Order will be drafted, reviewed, and submitted to Customer via the Change Order process outlined in the PSA.

Section #	Deliverable	Output	Workday Responsibilities	Customer Responsibilities	Deliverable Status
3.2.1	<b>Architect Workshops</b>	Design and configuration decisions determined through a series of workshops to determine:	Primary Owner  Workday Functional and Technical Consultants <ul style="list-style-type: none"> <li>• Engagement Manager to work with Customer Project Manager</li> </ul>	Secondary Owner  Customer Functional and Technical Work Stream Leads <ul style="list-style-type: none"> <li>• Identify key stakeholder groups to</li> </ul>	Completed

		<ul style="list-style-type: none"> <li>Customer's requirements</li> <li>Functional Configurations</li> <li>Business Process Definitions</li> <li>Integration Requirements</li> <li>Reporting Requirements</li> <li>Data Conversion Requirements</li> </ul>	<p>to schedule Design Sessions</p> <ul style="list-style-type: none"> <li>Provide agenda and meeting objectives for each Workshop</li> <li>Facilitate/conduct design sessions</li> <li>Provide presentations after completion of design sessions with accompanying notes</li> <li>Provide configuration Workbooks for each of the design sessions</li> <li>Document Design decisions</li> </ul>	<p>participate in design workshop</p> <ul style="list-style-type: none"> <li>Organize/schedule stakeholder engagement to participate in design sessions</li> <li>Attend and participate in design session events</li> <li>Make decisions on design and configuration; including pre-configured functionality</li> <li>Lead the socialization of key decisions with relevant stakeholders and key participants</li> </ul>	
3.2.2	Architect Documents	Reviewed and completed deployment workbooks for configurations, data conversions, design decisions, and business requirements	<p>Primary Owner</p> <p>Workday Functional and Technical Consultants</p> <ul style="list-style-type: none"> <li>Facilitate/conduct design follow up sessions for areas requiring additional detail</li> <li>Provide presentations after completion of design sessions</li> </ul>	<p>Secondary Owner</p> <p>Customer Functional and Technical Work Stream Leads</p> <ul style="list-style-type: none"> <li>Organize/schedule stakeholder engagement to participate in follow up design sessions</li> <li>Attend and participate in follow up design session events</li> <li>Populate configuration workbooks based on format and approach detailed in design sessions</li> <li>Provide completed configuration workbooks</li> </ul>	Completed

3.2.3	<b>Testing Strategy Workshop</b>	The purpose of the Testing Workshop is to educate the customer on all the elements necessary to develop a comprehensive testing strategy.	<p>Primary Owner</p> <p>Workday Test Lead</p> <ul style="list-style-type: none"> <li>Develop a Testing Management Plan and Testing Schedule</li> <li>Establish High Level Testing Timelines and outline Key Activities</li> <li>Determine Testing Roles and Responsibilities</li> <li>Explore a Training plan for Testers</li> <li>Review and Finalize the Issue Defect Process and Reporting of testing metrics</li> <li>Understand Key Testing Considerations and Risks</li> </ul>	<p>Secondary Owner</p> <p>Customer Testing Lead</p> <ul style="list-style-type: none"> <li>Customer test manager to complete workshop activities</li> <li>Finalize test strategy, detailed test plan, and schedule</li> <li>Communicate test details to customer test team</li> </ul>	Completed
3.2.4	<b>Test Scenario Creation Workshop</b>	The purpose of the Test Scenario Creation Workshop is to kick-off the customer development of test scenarios, provide knowledge transfer on the creation of scenarios, and develop a few sample scenarios.	<p>Secondary Owner</p> <p>Workday Test Lead and Functional Consultants</p> <ul style="list-style-type: none"> <li>Kick off development of test scenarios</li> <li>Provide guidance on how to create test scenarios</li> <li>Develop few sample test scenarios</li> <li>Review scenarios created by the customer and provide feedback</li> </ul>	<p>Primary Owner</p> <p>Customer Testing Lead and Customer Work Stream Leads</p> <ul style="list-style-type: none"> <li>Develop all test scenarios</li> <li></li> </ul>	Completed

3.2.5	<b>Test Preparation Documents (for Configuration &amp; Prototype testing)</b>	Customer-created test scenario documents to support the Configuration Unit Test	Secondary Owner	Primary Owner  Customer Testing Team Lead and Customer Work Stream Leads  <ul style="list-style-type: none"> <li>Finalize test scenarios</li> </ul>	Completed
3.2.6	<b>Finalized Project Planning Documents</b>	Finalized documents: <ul style="list-style-type: none"> <li>Project Plan including Resource Management Plan</li> <li>Tenant Management Plan</li> <li>Project Charter, Functional Scope, Reporting Strategy, Integration Strategy, Test Strategy, and Data 4Conversion Strategy</li> </ul>	Primary Owner  Workday Engagement Manager <ul style="list-style-type: none"> <li>Update and finalize Project Planning documents</li> </ul>	Secondary Owner  Customer Project Manager <ul style="list-style-type: none"> <li>Reviews finalized Project Planning documents and provides feedback</li> </ul>	Completed
3.2.7	<b>Stakeholder / Sponsor Assessment</b>	Interview, analysis, and documentation of impacted stakeholder groups' commitment, issues, and other factors for consideration when planning change activities.  Output assessment will include impacted stakeholder	Primary Owner  Workday Change Enablement Lead <ul style="list-style-type: none"> <li>Identify and segment key stakeholders (collaboration with Customer)</li> <li>Conduct assessment to understand stakeholder goals and expectations</li> </ul>	Secondary Owner  Customer Change Management Team Lead and Team Member(s) <ul style="list-style-type: none"> <li>Identify and segment key stakeholders (collaboration with Workday)</li> <li>Coordinate interviews meetings with</li> </ul>	Completed

		description, stakeholder expectations, concerns, current position on the commitment curve, and recommended actions and engagements to address stakeholder needs.	(survey and/or follow up interviews where relevant) <ul style="list-style-type: none"> <li>Assess level of stakeholder commitment, knowledge, &amp; influence</li> <li>Begin to monitor and evaluate stakeholder engagement</li> </ul>	identified stakeholders <ul style="list-style-type: none"> <li>Review and approve Stakeholder/Sponsor Assessment prior to Change Impact Assessment</li> </ul>	
3.2.8	<b>Change Impact Assessment</b>	Assessment that captures the change impacts at the Workstream/ Initiative/ process level by stakeholder group that allows the project leads to make key decisions and plan any necessary Change interventions early to help stakeholders understand how their role is changing and any new performance expectations.	Primary Owner  Workday Change Enablement Lead <ul style="list-style-type: none"> <li>Conduct Change Impact Assessment with Project team and Business SMEs</li> <li>Document and summarize Impact assessment outcomes</li> <li>Partner with Customer Change Management Lead to plan necessary change interventions</li> </ul>	Secondary Owner  Customer Change Management Team Lead <ul style="list-style-type: none"> <li>Review and approve Change Impact Assessment</li> </ul> Review and approve the initial recommended change interventions for each stakeholder group	Completed
3.2.9	<b>Sponsor Engagement Strategy</b>	Outlines the strategy for sponsor and leadership engagement for the project.  This includes the plan and high-level timeline for Change Management Team status reporting to	Primary Owner  Workday Change Enablement Lead <ul style="list-style-type: none"> <li>Based on approved Stakeholder Analysis &amp; Change Impact Assessment, define the overall</li> </ul>	Secondary Owner  Customer Change Management Team Lead <ul style="list-style-type: none"> <li>Review and approve Stakeholder/Sponsor Assessment, including stakeholder</li> </ul>	Completed

		leadership, guiding principles for leadership engagement, sponsor and leadership responsibilities within the change management plan and the communications plan	sponsor and leadership engagement strategy to support the deployment of Workday	engagement recommendations	
3.2.10	<b>Change Readiness Measurement Plan and Initial Survey</b>	<p>Plan that outlines how the project will measure, report, and create actions against stakeholders' readiness assessment throughout the duration of the program:</p> <p>The Change Readiness survey is designed to measure how informed and satisfied stakeholders are with the implementation and can enable early detection of high-risk areas that have the potential to put project delivery in jeopardy or erode value. The survey will be run three times over the project lifecycle with the scheduling for the second two surveys determined during the development of</p>	<p>Primary Owner</p> <p>Workday Change Enablement Lead</p> <ul style="list-style-type: none"> <li>Develop the Change Measurement Plan and select survey tools</li> <li>Determine survey frequency and identify stakeholders to measure</li> <li>Implement surveys and collect feedback</li> <li>Analyze and share feedback</li> <li>Identify and execute corrective actions</li> </ul>	<p>Secondary Owner</p> <p>Customer Change Management Lead</p> <ul style="list-style-type: none"> <li>Provide guidance and support for the development of the Change Measurement Plan</li> <li>Review and approve Change Measurement Plan</li> <li>Deliver survey notification to end users including follow up reminders</li> <li>Review survey analysis with Workday Change Enablement Lead</li> <li>Provide guidance and support for recommended corrective actions</li> </ul>	Completed

		the Change Readiness Plan.			
3.2.11	<b>Change Network Plan</b>	<p>Plan the outlines how the project will establish and support a change champion network.</p> <p>A Change Network is a community of existing employees and leaders who work with project leadership to exchange information and support employees through change</p> <p>The Change Network support the Project objectives by championing the vision, encouraging engagement and providing support.</p>	<p>Primary Owner</p> <p>Workday Change Enablement Lead</p> <ul style="list-style-type: none"> <li>Develop the Change Network Plan, including structure, objectives, and timeline</li> <li>Identify ideal characteristics for Change Champions</li> </ul>	<p>Secondary Owner</p> <p>Customer Change Management Lead</p> <ul style="list-style-type: none"> <li>Provide guidance and support in the development of the Change Network Plan</li> <li>Review and approve Change Network Plan</li> <li>Identify Change Champions, Agents and Targets from each department</li> </ul>	Completed
3.2.12	<b>Configuration Tenant Build</b>	<p>Configured tenant to capture output of Architect Stage in preparation of Customer confirmation session, additional configuration activities, and unit testing</p>	<p>Primary Owner</p> <p>Workday Functional and Technical Consultants</p> <ul style="list-style-type: none"> <li>Provide format and layout required for data in configuration workbooks</li> <li>Convert and validate data provided by Customer used in Configuration Tenant build</li> </ul>	<p>Secondary Owner</p> <p>Customer Functional and Technical Work Stream Leads</p> <ul style="list-style-type: none"> <li>Extract and transform initial data for Foundation Tenant Build</li> <li>Provide extracted and transformed data in required format</li> </ul>	Completed
3.2.13	<b>Architecture Review Checkpoint</b>	<p>Completed Delivery Assurance Architecture reviews and provided information to the project team and</p>	<p>Primary Owner</p> <p>Workday Delivery Assurance Team and Workday Functional Consultants</p>	<p>Secondary Owner</p>	Completed



		Customer for selected functional areas	<ul style="list-style-type: none"> <li>• Prepare Architecture Checkpoint documents</li> <li>• Facilitate/conduct Architecture Review Checkpoints with Customer</li> <li>• Provide completed Architecture documents to Customer</li> <li>• Organize/schedule stakeholder engagement to Architecture Checkpoint meetings</li> <li>• Attend and participate in Architect Checkpoint meetings</li> </ul>		
3.2.14	<b>Integration Approach Review Checkpoint</b> -	Completed Integration Approach review and determination of which integrations will require build reviews	Primary Owner Workday Delivery Assurance Team <ul style="list-style-type: none"> <li>• Prepare Integration Approach Checkpoint documents</li> <li>• Facilitate/conduct Integration Approach Review Checkpoints with Customer</li> <li>• Provide completed Architecture documents to Customer</li> </ul>	Secondary Owner Customer Project Manager <ul style="list-style-type: none"> <li>• Organize/schedule stakeholder engagement to Integration Approach Checkpoint meetings</li> <li>• Attend and participate in Integration Approach Checkpoint meetings</li> <li>• Review Architecture documents and provide feedback</li> </ul>	Completed
3.2.15	<b>Architect Stage Sign-Off</b>	Customer sign-off on completion of Architect stage	Secondary Owner	Primary Owner	Completed

			<p>Workday Engagement Manager</p> <ul style="list-style-type: none"> <li>• Prepare Stage Sign Off document</li> <li>• Schedule Stage Sign Off meeting</li> <li>• Conduct Stage Sign Off document review with Customer</li> <li>• Sign Stage Sign Off document after Customer signs</li> </ul>	<p>Customer Project Manager</p> <ul style="list-style-type: none"> <li>• Attend Stage Sign Off review meeting</li> <li>• Sign Stage Sign Off document</li> </ul>	
--	--	--	---	--	--

### 3.3 Configure & Prototype

The Configure & Prototype Stage will complete the configuration of the Workday Service based on the design decisions and requirements. Integration, data conversion, and reporting development will advance. Customer will confirm configurations and complete unit testing. Customer will prepare for testing activities, and the End-to-End Tenant is built to support the Test Stage.

Section #	Deliverable	Output	Workday Responsibilities	Customer Responsibilities	Deliverable Status
3.3.1	<b>Customer Confirmation Sessions</b>	Completion of a series of sessions to confirm the Architect Design utilizing the Configuration Tenant	Secondary Owner  Workday Functional Work Stream Leads <ul style="list-style-type: none"> <li>• Validate design decisions and finalize configuration within the Configuration tenant</li> <li>• Complete gathering configuration requirements as needed</li> </ul>	Primary Owner  Customer Functional and Technical Work Stream Leads <ul style="list-style-type: none"> <li>• Customer Workstream Leads to conduct product overview presentations to core team to validate design</li> <li>• Confirm design decision by actively processing transactions in Configuration tenant during these sessions</li> </ul>	Completed
3.3.2	<b>Configuration Unit Test</b>	Completion of unit testing of configurations; Workday validates unit testing is completed.	Secondary Owner  Workday Test Lead <ul style="list-style-type: none"> <li>• Provide support to the Customer testing team</li> <li>• Develop initial End-to-End test strategy document in conjunction with Customer Testing Team Lead</li> </ul>	Primary Owner  Customer Testing Team Lead and Customer Work Stream Leads <ul style="list-style-type: none"> <li>• Finalize creation of unit test scenarios</li> <li>• Schedule testing activities and inform project team</li> <li>• Arrange logistics (e.g. testing rooms) as needed</li> <li>• Conduct unit tests in Workday Configure &amp; Prototype Tenant</li> </ul>	Completed

				<ul style="list-style-type: none"> <li>Identify Test Coordinator to oversee testing activities and track progress</li> </ul>	
3.3.3	<b>Workday-Owned Reports Build and Unit Test</b>	Based on scope identified to be completed by Workday, reports required for go-live are developed and unit tested.	Primary Owner  Workday Technical Work Stream Lead and Workday Technical Consultant(s) <ul style="list-style-type: none"> <li>Build custom reports as called out under Reporting Scope section in SOW</li> <li>Provide knowledge transfer on Reporting to Customer's identified Reporting team</li> <li>Ensure Customer knows how to run/test reports</li> <li>Conduct unit testing of reports</li> </ul>	Secondary Owner  Customer Functional and Technical Work Stream Leads <ul style="list-style-type: none"> <li>Respond to questions from the Workday Developers</li> </ul>	Completed

3.3.4	<b>Customer-Owned Reports Build and Unit Test</b>	Based on scope identified to be completed by Customer, reports required for Go-live are developed and unit tested.	<p>Secondary Owner</p> <p>Workday Technical Work Stream Lead and Workday Technical Consultant(s)</p> <ul style="list-style-type: none"> <li>Provide support to the Customer Report Developers as detailed in the Reporting Scope section</li> </ul>	<p>Primary Owner</p> <p>Customer Technical Work Stream Lead and Report Developers</p> <ul style="list-style-type: none"> <li>Prioritize reports creation and assign report ownership</li> <li>Develop and unit test reports</li> </ul>	Completed
3.3.5	<b>Workday-Owned Integrations Build and Unit Test</b>	Based on scope identified to be completed by Workday, integrations required for go-live are developed and unit tested.	<p>Primary Owner</p> <p>Workday Technical Work Stream Lead and Workday Technical Consultant(s)</p> <ul style="list-style-type: none"> <li>Build Integrations as called out under Integrations Scope section in SOW</li> <li>Provide knowledge transfer on Integrations to Customer's identified Integrations team</li> <li>Ensure Customer knows how to run/test Integrations</li> <li>Conduct unit testing of Integrations</li> </ul>	<p>Secondary Owner</p> <p>Customer Integration Lead and Integration Team Member(s)</p> <ul style="list-style-type: none"> <li>Respond to questions from the Workday Developers</li> <li>Facilitate discussions with vendors, when needed</li> </ul>	Completed

3.3.6	<b>Customer-Owned Integrations Build and Unit Test</b>	Based on scope identified to be completed by Customer, integrations required for go-live are developed and unit tested.	<p>Secondary Owner</p> <p>Workday Technical Work Stream Lead and Workday Technical Consultant(s)</p> <ul style="list-style-type: none"> <li>Provide support to the Customer Integration Developers as detailed in the Integration Scope section</li> </ul>	<p>Primary Owner</p> <p>Customer Integration Lead and Integration Team Member(s)</p> <ul style="list-style-type: none"> <li>Prioritize integrations and assign integration ownership</li> <li>Facilitate discussions with vendors, when needed</li> <li>Develop and unit test integrations</li> </ul>	Completed
3.3.7	<b>Test Preparation</b>	Customer-created testing strategy and test scenario documents to support the testing cycles, including identified roles and responsibilities and the process for managing issues	<p>Secondary Owner</p> <p>Workday Test Lead</p> <ul style="list-style-type: none"> <li>Review testing strategy</li> <li>Verify testing schedule considering possible impacts from WD updates</li> <li>Confirm scope and milestones</li> <li>Confirm resources and roles</li> </ul>	<p>Primary Owner</p> <p>Customer Testing Lead</p> <ul style="list-style-type: none"> <li>Develop and finalize testing strategy</li> <li>Review project risks and identify mitigation activities</li> <li>Develop comprehensive test scenarios and identify users that will execute the tests</li> <li>Arrange logistics (e.g. testing rooms and equipment setup)</li> </ul>	Completed
3.3.8	<b>Launch Change Champion Network</b>	Establish and begin support of the change champion network.	<p>Primary Owner</p> <p>Workday Change Enablement Lead</p> <ul style="list-style-type: none"> <li>Identify Change Champions that represent key areas of the business, stakeholder groups, and span organizational</li> </ul>	<p>Secondary Owner</p> <p>Customer Change Management Lead</p> <ul style="list-style-type: none"> <li>Provide guidance and advice in the identification of Change Champions</li> <li>Recruit Change Champions &amp; gain endorsement from their leaders</li> </ul>	Completed

			<p>levels (in collaboration with Customer)</p> <ul style="list-style-type: none"> <li>Recruit Change Leaders &amp; gain endorsement from leaders (in collaboration with Customer)</li> <li>Develop and Conduct Change Network education/support plan</li> <li>Implement and maintain the Change Network, including kickoff event and regular communications and meetings</li> </ul>	<ul style="list-style-type: none"> <li>Support Change Network Kickoff event, including location logistics</li> </ul>	
3.3.9	<b>End User Training Strategy and Plan</b>	<p><b>Training Strategy:</b> Document summarizing the initial approach for the type of training to be developed and deployed for the project</p> <p><b>Training Plan:</b> Document that defines training audiences, content, delivery mechanisms, and delivery timeline for all audiences throughout the project lifecycle</p> <p>End User Training is focused on the day-to-day business users of the HR and Payroll system, including more specialized users in Core HR and</p>	<p>Primary Owner</p> <p>Workday Training Lead</p> <ul style="list-style-type: none"> <li>Develop the End User Training Strategy and Plan</li> <li>Identify stakeholder group audiences for training and the curriculum for each stakeholder group</li> <li>Align Customer employees to Workday roles</li> </ul>	<p>Secondary Owner</p> <p>Customer Training Lead</p> <ul style="list-style-type: none"> <li>Provide guidance and support in the development of the End User Training Strategy and Plan</li> <li>Review and approve the End User Training Strategy and Plan</li> </ul>	Completed

		Core Payroll (central and departments) and the general Customer end user population			
3.3.10	<b>Training Needs Assessment</b>	Assessment of organizational skill & capability levels to develop targeted training & development needs. Training and support plans will be developed to minimize capability gaps that to ensure that stakeholders are able to perform new responsibilities at the desired levels.	Primary Owner  Workday Training Lead <ul style="list-style-type: none"> <li>Run the Training Needs Assessment as defined in the Training Strategy</li> </ul>	Secondary Owner  Customer Training Lead <ul style="list-style-type: none"> <li>Provide input and support to Training Needs Assessment</li> <li>Review and approve Training Needs Assessment</li> </ul>	Completed



3.3.11	<b>End-to-End Tenant Build</b>	Configured tenant to capture output of Configure & Prototype Stage Build to support end-to-end testing focused on validating configurations, business processes, integrations, data conversion, and reporting to validate production-like processing	Primary Owner  Workday Functional and Technical Work Stream Leads <ul style="list-style-type: none"> <li>• Compile tenant build checklist</li> <li>• Complete Test tenant build</li> <li>• Conduct configuration unit testing against Test tenant</li> </ul>	Secondary Owner  Customer Work Stream Leads <ul style="list-style-type: none"> <li>• Update configuration workbooks where applicable</li> <li>• Prepare data conversion worksheets and provide data to Workday</li> <li>• Validate tenant build including data conversion</li> </ul>	Completed
3.3.12	<b>Functional Prototype Review Checkpoint (Configuration or Compliance)</b>	For configuration checkpoints, the Delivery Assurance Team reviews the End-to-End Tenant and documents the findings in the Configuration Review Template which is reviewed by the Project Team including Consultant, Engagement Manager, and Customer. For compliance checkpoints, the Project Team utilizes Workday's proprietary tools to perform the review and documents the findings in the Configuration Review Template which is reviewed for completeness and accuracy by the Delivery Assurance	Primary Owner  Workday Delivery Assurance Team <ul style="list-style-type: none"> <li>• Review and document Prototype review findings</li> </ul>	Secondary Owner  Customer Project Manager and Functional Work Stream Leads	Completed

		Support Team. Findings are provided to the Project Team and Engagement Manager.			
3.3.13	<b>Integration Build Review Checkpoint</b>	The Delivery Assurance team reviews the Workday-built integrations identified in the Approach review as requiring a build review. The integration builds are discussed in a consolidated meeting with the Engagement Manager, Consultants, and Customer. Workday utilizes proprietary tools in the performance of these reviews wherever possible.	Primary Owner  Workday Delivery Assurance Team <ul style="list-style-type: none"> <li>Review and provide feedback on Workday-built Integrations</li> </ul>	Secondary Owner  Customer Project Manager, Integration Lead, and Integration Team Member(s)	Completed

3.3.14	<b>Production Preparedness Structure and Support Model</b>	Completed structure and support model for production including roles, processes, and service level agreements, as part of the Operational Readiness Cross-Stage Work Stream	Secondary Owner  Workday Customer Success Manager <ul style="list-style-type: none"> <li>Conduct Production Preparedness Workshop</li> </ul>	Primary Owner  Customer Project Manager <ul style="list-style-type: none"> <li>Define performance support model for go-live and beyond;</li> <li>Provide input on the Performance Support Plan;</li> <li>Review and approve Performance Support Plan</li> <li>Identify issue escalation and ticket management;</li> <li>Define reporting and tracking mechanism</li> </ul>	Completed
3.3.15	<b>Configure and Prototype Stage Sign-Off</b>	Customer sign-off on completion of Configure & Prototype Stage	Workday Engagement Manager <ul style="list-style-type: none"> <li>Prepare Stage Sign Off document</li> <li>Schedule Stage Sign Off meeting</li> <li>Conduct Stage Sign Off document review with Customer</li> <li>Sign Stage Sign Off document after Customer signs</li> </ul>	Primary Owner  Customer Project Manager <ul style="list-style-type: none"> <li>Attend Stage Sign Off review meeting</li> <li>Sign Stage Sign Off document</li> </ul>	Completed

### 3.4 Change to Project

The following is the list of new and updated deliverables to support the new two phased rollout plans. This list is in addition to existing deliverables and work products that will continue through the project. Deliverables 3.4.1 through 3.5.7 are deleted and replaced with the following:

#### Phase 1

Includes HCM (Human Capital Management, Compensation (PaySr Configuration) and Prism Analytics features and functionality, an additional tenant build, temporary integrations, post-production support and OCM support.

New/ Update/ Current	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
New	Integrations	<ol style="list-style-type: none"> <li>1. Personal Information from WD to PaySr</li> <li>2. Compensation details from WD to PaySr</li> <li>3. Retro Compensation changes from Workday to PaySr</li> <li>4. Bonus and Allowance Plans from Workday to PaySr</li> </ol>	<ul style="list-style-type: none"> <li>• Design</li> <li>• Prepare Specification Document</li> <li>• Develop</li> <li>• Unit Test</li> <li>• Transition</li> <li>• Support E2E Testing</li> <li>• Provide Post</li> <li>• Production Support</li> </ul>	<ul style="list-style-type: none"> <li>• E2E Testing</li> <li>• Production Support by May 1<sup>st</sup>, 2022</li> </ul>
New	P1 - Tenant Build	Tenant Build for HCM and PRISM scope. This Tenant will be used for testing configuration and process changes in the Tenant for P1 Go-Live.	<ul style="list-style-type: none"> <li>• Provide format and layout required for legacy data in configuration workbook</li> <li>• Load the data into the tenant and provide exception report of the data fallouts</li> </ul>	<ul style="list-style-type: none"> <li>• Extract and transform initial data for Tenant Build</li> <li>• Provide extracted, transformed, and validated data in required format</li> <li>• Validate converted data in the Workday tenant</li> </ul>
Update	Security Configuration	Reconfigure Security Roles to align with scope	<ul style="list-style-type: none"> <li>• Update Security Roles</li> </ul>	<ul style="list-style-type: none"> <li>• Validate and Test Security Roles</li> </ul>
Update	Business Process Reconfiguration	Reconfigure Business Process Steps to align with scope	<ul style="list-style-type: none"> <li>• Update Business Processes to align with scope</li> </ul>	



New/ Update/ Current	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Update	Update Current Configuration	Update Configuration to align with scope	<ul style="list-style-type: none"> <li>Update configuration to align with scope</li> </ul>	
New	Add New configuration	Add new Configuration to support integrations to PaySr and align with scope	<ul style="list-style-type: none"> <li>Update Business Processes to align with scope</li> </ul>	
New	Employee Data Mapping Document for PaySr	Provide the mapping elements required for Workday to communicate to PaySr	<ul style="list-style-type: none"> <li>Provide Workday element/field support during the mapping process</li> </ul>	<ul style="list-style-type: none"> <li>Provide PaySr element/field support during the mapping process</li> </ul>
Current	Gold 1	First Production Build, HCM, Compensation and PRISM	<ul style="list-style-type: none"> <li>Provide format and layout required for legacy data in configuration workbook. Load the data into the tenant and provide exception report of the data fallouts</li> </ul>	<ul style="list-style-type: none"> <li>Extract and transform initial data for Tenant Build</li> <li>Provide extracted, transformed, and validated data in required format</li> <li>Validate converted data in the Workday tenant</li> </ul>
Update	New Communications Plan for Phases 1 and 2	Update existing single-phase communications plan to reflect the two new go-live timelines, including updates to messaging, audiences, timelines, channels, training notifications, etc.	<ul style="list-style-type: none"> <li>Update communications plan</li> <li>Identify communication channels and key messages</li> <li>Identify communication Issues/Risks</li> <li>Identify feedback mechanisms to track effectiveness of communications</li> </ul>	<ul style="list-style-type: none"> <li>Provide guidance and support to the development of the communications strategy and plan</li> <li>Provide guidance and support to effective communication channels</li> <li>Review and approve communications strategy and plan prior to start of communications</li> </ul>
Update	Phase 1 Communications Development and Delivery	Deliver the communications supportive of Phase 1	<ul style="list-style-type: none"> <li>Develop communications based on the communications plan</li> <li>Measure effectiveness of communications</li> </ul>	<ul style="list-style-type: none"> <li>Provide guidance and support to the development of the communications</li> <li>Review, approve, and deliver communications to impacted stakeholder</li> </ul>

New/ Update/ Current	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
			<ul style="list-style-type: none"> <li>Support Customer delivery of communications</li> <li>Continue communications support of Town Halls, City-Leader communications, Champion communications, All Hands, Office hours, ITA Digest, Project Intranet website updates and articles, and less regular one-off communications</li> </ul>	groups leveraging Customer communication channels
New	Stakeholder Interviews and new assessment	<p>New interviews, analysis, and documentation of impacted stakeholder groups' commitment, issues, and other factors for consideration when planning change activities due to the new phase structure</p> <p>Output assessment will include impacted stakeholder description, stakeholder expectations, concerns, current position on the commitment curve, and recommended actions and engagements to address stakeholder needs across Phase 1 and 2</p>	<ul style="list-style-type: none"> <li>Preassessment based on prior interviews</li> <li>New interviews with each dept to assess impacts of new phase structure</li> <li>Updated dept assessment document</li> <li>Updated tier 1 department list and ongoing tier 1 check ins through each phase</li> </ul>	<ul style="list-style-type: none"> <li>Review preassessment</li> <li>Coordinate new interviews meetings with identified stakeholders</li> <li>Review and approve Stakeholder/Sponsor Assessment prior to Change Impact Assessment</li> </ul>
Update	Change Impact Assessment for Phase 1	Update change Impact Assessment for Phase 1. Phase 2 will take place later.	<ul style="list-style-type: none"> <li>Conduct Change Impact Assessment with Project team and Business SMEs to reflect changes due to new phase structure</li> <li>Document and summarize Impact assessment outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Review and approve Change Impact Assessment</li> <li>Review and approve the initial recommended change interventions for each stakeholder group</li> </ul>

New/ Update/ Current	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
			<ul style="list-style-type: none"> <li>Partner with Customer Change Management Lead to plan necessary change interventions</li> </ul>	
Update	Final Change Readiness Survey for Phase 1	The Change Readiness survey is designed to measure how informed and satisfied stakeholders are with the implementation and can enable early detection of high-risk areas that have the potential to put project delivery in jeopardy or erode value.	<ul style="list-style-type: none"> <li>Implement final readiness survey for Phase 1 and collect feedback</li> <li>Analyze and share feedback</li> <li>Identify and execute support actions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver survey notification to end users including follow up reminders</li> <li>Review survey analysis with Workday Change Enablement Lead</li> <li>Provide guidance and support for recommended support actions</li> </ul>
Update	New Change Network Plan for Phase 1	Update the Change Network Plan to reflect the new April go-live. Will dedicate one plan for Phase 1 and a separate approach for Phase 2 (different stakeholder support) to be developed later.	<ul style="list-style-type: none"> <li>Extend current plan and support</li> <li>Update champion agenda plan</li> <li>New roadshow plan</li> <li>Assess and update Champion tenant               <ol style="list-style-type: none"> <li>Reassess the support role</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Review and approve Change Network Plan</li> <li>Identify new Change Champions if necessary</li> </ul>
Update	Change Discussions for Phase 1	Discussions prior to system training that review the major change impacts associated with the release as well as where to go for support	<ul style="list-style-type: none"> <li>Develop Change Discussion Guide for Phase 1</li> <li>Deliver and record webinar with City Change Champions and Managers to review the guide and provide instruction for delivery to their teams</li> </ul>	<ul style="list-style-type: none"> <li>Review the Change Discussion Guide for Phase 1</li> <li>Coordinate webinars to deliver the Change Discussions</li> </ul>
Update	End User Training Updates for Phase 1	Changes to HCM/Compensation training objects	<ul style="list-style-type: none"> <li>Coordinate with SMEs to validate/update objects based on re-config / new config</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback/updates</li> <li>Approve materials</li> </ul>

New/ Update/ Current	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
New	Future State Process Training for Phase 1	Provide high level training on future state processes as part of Change Discussions	<ul style="list-style-type: none"> <li>Review future state process documentation and draft training</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback/updates</li> <li>Approve materials</li> </ul>
Update	Training Tenant for Phase 1	Stage training tenant data	<ul style="list-style-type: none"> <li>Develop training scenarios, stage data, develop supporting materials</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback/updates</li> <li>Approve materials</li> </ul>
New	Training for Testers for Phase 1	Provide training before each cycle to testers.  Note: We have been doing this for the original plan, but it is not in the original SOW; adding here to make sure it is formalized	<ul style="list-style-type: none"> <li>Develop materials for training</li> <li>Deliver functional area navigation training</li> </ul>	<ul style="list-style-type: none"> <li>Scheduling</li> <li>Room Set Up</li> <li>Assigning testers to scenarios</li> <li>Deliver testing process training</li> </ul>
Update	Training Delivery Phase 1	Delivery of ILT Training developed for phase 1	<ul style="list-style-type: none"> <li>Deliver and evaluate ILT training</li> </ul>	<ul style="list-style-type: none"> <li>Support Training Delivery Logistics</li> <li>Provide City SME(s) to support Q&amp;A during delivery</li> </ul>
Update	Sustainability Plan / Post Go- Live Support for Phase 1	Post go-live knowledge transfer sessions	<ul style="list-style-type: none"> <li>After training delivery – accountable for knowledge transfer with city point of contact(s)</li> <li>Training object updates</li> <li>User Support Labs (Open sessions similar to testing rooms but where users can bring their real work and get help in production)</li> </ul>	<ul style="list-style-type: none"> <li>Develop change and training sustainability approach and plan (including training tenant updates and training object maintenance in LMS)</li> <li>Provide City SME(s) for support</li> </ul>





Below is the description of net new scope for business process development for Phase 1, documentation, and delivery inclusive of the departments. This is a separate line item in the pricing. It is scope that has been discussed, but not yet officially agreed to be included.

New / Update	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
New	Business Process development	Develop and document Business Processes for HCM and Comp, plus dept support	<ul style="list-style-type: none"><li>• Develop and document detailed business processes reflecting HCM and Comp decisions and changes</li><li>• Work with departments to communicate the new processes</li><li>• Discovery and documentation of department exceptions to process</li><li>• Coordinate with Personnel dept and departments on solutions to exceptions.</li><li>• Support training development for process training</li></ul>	<ul style="list-style-type: none"><li>• Work with Business Process support effort to provide content on decisions and changes for initial documentation effort.</li><li>• Support department discovery conversations, including solution discussions.</li><li>• Review and approve final documentation developed.</li></ul>



## Phase 2

Includes Payroll, Benefits, Time Tracking, Absence Management features and functionality, two (2) additional tenant builds, post-production support and OCM support.

Section	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Update	Security Configuration	Reconfigure Security Roles to align with Phase 2 – including the reset of original Security prior to Phase 1 rollout.	<ul style="list-style-type: none"> <li>Update Security Roles</li> </ul>	<ul style="list-style-type: none"> <li>Validate and Test Security Roles</li> </ul>
Update	Business Process Reconfiguration	Reconfigure and Reactivating Business Process Steps to align with Phase 2 Scope	<ul style="list-style-type: none"> <li>Update Business Processes to align with scope</li> </ul>	
Update	Update Current Configuration	Reconfigure and Reactivate HCM Configuration to align with Phase 2 scope	<ul style="list-style-type: none"> <li>Update Configuration to align with scope</li> </ul>	
New	P2 - Tenant Build	Tenant Build for HCM, Compensation, Absence Management, Payroll, Time Tracking, Benefits and PRISM scope. This Tenant will be used for testing configuration and process changes in the Tenant for P1 Go-Live.	<ul style="list-style-type: none"> <li>Provide format and layout required for legacy data in configuration workbook</li> <li>Load the data into the tenant and provide exception report of the data fallbacks</li> </ul>	<ul style="list-style-type: none"> <li>Extract and transform initial data for Tenant Build</li> <li>Provide extracted, transformed, and validated data in required format</li> <li>Validate converted data in the Workday tenant</li> </ul>
New	Employee, Compensation and Absence Data Mapping Sign-Off	Disable/Remove mapping elements that were required for Workday to communicate to PaySr	<ul style="list-style-type: none"> <li>Provide Workday element/field support during the mapping process. Disabling configuration, time codes or compensation plans used as temporary placeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Provide PaySr element/field support during the mapping process</li> </ul>
Update	Gold 2 to Production	Tenant Build to move Payroll, Benefits and PRISM to Production	<ul style="list-style-type: none"> <li>Provide format and layout required for legacy data in configuration workbook for Payroll and Benefits.</li> <li>Migrate Load and Data to Sandbox</li> <li>Migrate from Sandbox to Production</li> </ul>	<ul style="list-style-type: none"> <li>Provide extracted, transformed, and validated data in required format</li> <li>Validate converted data in the Workday tenant</li> </ul>

Update	Phase 2 Communications Development and Delivery	Deliver the communications supportive of Phase 2	<ul style="list-style-type: none"> <li>Develop communications based on the communications plan</li> <li>Measure effectiveness of communications</li> <li>Support Customer delivery of communications</li> <li>Continue communications support of Town Halls, City-Leader communications, Champion communications, All Hands, Office hours, ITA Digest, Project Intranet website updates and articles, and less regular one-off communications</li> </ul>	<ul style="list-style-type: none"> <li>Provide guidance and support to the development of the communications</li> <li>Review, approve, and deliver communications to impacted stakeholder groups leveraging Customer communication channels</li> </ul>
Update	Change Impact Assessment for Phase 2	Update change Impact Assessment for Phase 2	<ul style="list-style-type: none"> <li>Conduct Change Impact Assessment with Project team and Business SMEs to reflect changes due to new phase structure</li> <li>Document and summarize Impact assessment outcomes</li> <li>Partner with Customer Change Management Lead to plan necessary change interventions</li> </ul>	<ul style="list-style-type: none"> <li>Review and approve Change Impact Assessment</li> <li>Review and approve the initial recommended change interventions for each stakeholder group</li> </ul>
New	New Final Change Readiness Survey for Phase 2	The Change Readiness survey is designed to measure how informed and satisfied stakeholders are with the implementation and can enable early detection of high-risk areas that have the potential to put project delivery in jeopardy or erode value.	<ul style="list-style-type: none"> <li>Implement final readiness survey for Phase 2 and collect feedback</li> <li>Analyze and share feedback</li> <li>Identify and execute support actions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver survey notification to end users including follow up reminders</li> <li>Review survey analysis with Workday Change Enablement Lead</li> <li>Provide guidance and support for recommended support actions</li> </ul>

New	New Change Network Plan for Phase 2	New approach for the change Network to reflect the more targeted audience needs of Phase 2	<ul style="list-style-type: none"> <li>New champion agenda plan</li> <li>New roadshow plan</li> <li>Assess and update Champion tenant</li> <li>Define the champion support role for Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>Review and approve Phase 2 Change Network Plan</li> <li>Identify new Change Champions</li> </ul>
Update	Change Discussions for Phase 2	Discussions prior to system training that review the major change impacts associated with the release as well as where to go for support	<ul style="list-style-type: none"> <li>Develop Change Discussion Guide for Phase 2</li> <li>Deliver and record webinar with City Change Champions and Managers to review the guide and provide instruction for delivery to their teams</li> </ul>	<ul style="list-style-type: none"> <li>Review the Change Discussion Guide for Phase 2</li> <li>Coordinate webinars to deliver the Change Discussions</li> </ul>
Update	End User Training Updates/Development for Phase 2	Development of and changes to payroll and benefits training objects	<ul style="list-style-type: none"> <li>Coordinate with SMEs to validate/update objects based on re-config / new config</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback/updates</li> <li>Approve materials</li> </ul>
New	Future State Process Training for Phase 2	Provide high level training on future state processes	<ul style="list-style-type: none"> <li>Review future state process documentation and draft training</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback/update</li> <li>Approve materials</li> </ul>
Update	Training Tenant for Phase 2	Stage training tenant data	<ul style="list-style-type: none"> <li>Develop training scenarios, stage data, develop support materials</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback/update</li> <li>Approve materials</li> </ul>
New	Lab Tenant for Phase 2 (real data/non-production environment)	Stage data for training	<ul style="list-style-type: none"> <li>Stage scenarios as needed, develop support materials</li> </ul>	<ul style="list-style-type: none"> <li>Approve scenarios /demos</li> </ul>
New	Training Testers for Phase 2	<p>Provide training before each cycle to testers.</p> <p>Note: As above, we are already doing this despite it not being in the original SOW; adding it here to formalize the work</p>	<ul style="list-style-type: none"> <li>Develop materials for training</li> <li>Deliver functional area navigation training</li> </ul>	<ul style="list-style-type: none"> <li>Scheduling</li> <li>Room Set Up</li> <li>Assigning testers to scenarios</li> <li>Deliver testing process training</li> </ul>

Update	Phase 2 Training Delivery	Delivery of ILT/eLearnings developed for phase 2	<ul style="list-style-type: none"> <li>Deliver and evaluate ILT / eLearning training</li> </ul>	<ul style="list-style-type: none"> <li>Support Training Delivery Logistics</li> <li>Provide City SME(s) to support Q&amp;A during delivery</li> </ul>
Update	Sustainability Plan / Post Go-Live Support for Phase 2	Post go-live knowledge transfer sessions	<ul style="list-style-type: none"> <li>After training delivery – accountable for knowledge transfer with city point of contact(s)</li> <li>Training object updates</li> <li>User support Labs for Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>Develop change and training sustainability approach and plan (including training tenant updates and training object maintenance in LMS)</li> <li>Provide City SME(s) for support</li> </ul>
New	Extend Functional and Technical resources	Extend needed staff to support the phased roll out.	<ul style="list-style-type: none"> <li>Functional and Technical activities and support.</li> </ul>	

Section	Deliverable	Description	Workday Responsibilities	Customer Responsibilities
New	Business Process development	Develop and document Business Processes for Payroll, Absence, Time Tracking, and Benefits, plus dept support	<ul style="list-style-type: none"> <li>Develop and document detailed business processes reflecting Payroll, Absence, Time Tracking, and Benefits decisions and changes</li> <li>Work with departments to communicate the new processes</li> <li>Discovery and documentation of department exceptions to process</li> <li>Coordinate with Personnel dept and departments on solutions to exceptions.</li> <li>Support training and change team in department preparation for new processes</li> </ul>	<ul style="list-style-type: none"> <li>Work with Business Process support effort to provide content on decisions and changes for initial documentation effort.</li> <li>Support department discovery conversations, including solution discussions.</li> <li>Review and approve final documentation developed.</li> </ul>

#### Changes to Project Schedule:

- This Change Order modifies the project schedule set forth in the current project plan according to Exhibit A attached.

#### Assumptions:

- No new reports are included with this Change Order.
- Additional integrations include the 4 noted in the Phase 1 deliverable table.
- The Customer must assume full post-production support for all live integrations 30 days after they have run in production. Workday will provide support for 30 days but cannot make production updates.
- The Customer must assume full post-production support for all live reports 30 days after go live. Workday will provide support for 30 days but cannot make production updates.

#### Changes to Go Live Date:

- This Change Order shall extend the Go-Live Date of the Original SOW from December 2021 to:
  - April 2022 for Phase 1
  - December 2022 for Phase 2

## 4. ROLES AND RESPONSIBILITIES ROLES

The following roles are required to make the project successful.

### 4.1 Workday Roles

Workday project team roles and responsibilities included in this SOW are described below. The extent of each Workday team member's involvement will vary by task as defined in the Project Plan. Workday will notify Customer of any change in the Workday team mix that may be necessary from time to time.

	Workday Roles	Description
	<b>Executive Sponsor/ Project Sponsor</b>	Confirms that the appropriate Workday resources are available for the project and works with the Workday Engagement Manager to resolve any escalated issues in a time-effective manner. Serves on the Steering Committee.
	<b>Program Executive</b>	Provides direction to Workday deployment team(s) for critical deliverables, milestones, issues, and project risks. The Program Executive participates on the Steering Committee. Acts as a liaison between Customer and various Workday organizations including Executive Management, Product Management, Professional Services, Customer Success and Education
	<b>Project Director</b>	Leads the program management of the Workday-owned deployment as defined in this SOW and provides direction to Workday deployment team(s) for critical deliverables, milestones, issues, and project risks. The Project Director participates on the Steering Committee and may also assist in managing executive stakeholder engagement for multi-functional (e.g., HCM, Financials) projects.
	<b>Engagement Manager</b>	In collaboration with the Customer Project Manager(s), guides the Workday deployment using Workday's standard methodology. Engagement Managers are responsible for co-developing the Project Plan with the Customer Project Manager, staffing Workday resources to execute the Project Plan, and managing the schedule and project budget, as well as mitigating project risk and resolving issues that will arise.
	<b>Functional Work Stream Architects</b>	Consultant(s) responsible for the functional architecture across the Workday Service platform. Confirms architecture and design is appropriate across multiple waves (or phases) of deployment. Provides support of the work stream requirements and team.

	<b>Functional Work Stream Leads</b>	Consultants responsible for configuring, developing, and guiding Customer's solution for a work stream. Work stream leads will guide the Customer work stream lead and the overall project through the Architect, Configure & Prototype, Test, and Deploy Stages for the work stream. Work stream lead roles and responsibilities include advising and/or managing scope, configurations, development, and resolution of issues; supporting unit testing; performing knowledge transfer to Customer work stream leads and providing reasonable assistance and guidance to the Customer work stream leads during Configure & Prototype, System Testing, User Acceptance testing, Deployment, and Production support.
	<b>Functional Consultants</b>	Consultant(s) responsible for assisting work stream lead in areas including functional design, configuration, testing support, and production support.
	<b>Technical Work Stream Architects</b>	Consultant(s) responsible for the determining the integrations, data conversion, reporting approaches, and architecture in support of the work stream requirements and team.
	<b>Technical Work Stream Leads</b>	Consultant(s) responsible for configuring, developing, and guiding Customer's solution for Integrations, Data Conversion, and Reporting. Technical work stream leads will guide the Customer work stream lead and the project through the Workday methodology Stages for the work stream. Work stream lead roles and responsibilities include advising and/or managing scope, configurations, development and resolution of issues; supporting unit testing; performing knowledge transfer to Customer work stream leads and providing reasonable assistance and guidance to Customer work stream leads during Configure & Prototype, System Testing, User Acceptance testing, Deployment, and Production support.
	<b>Technical Consultants</b>	Consultant(s) responsible for developing integrations and reports based on the Integrations Strategy and Report Strategy. Load data and assist with data conversion. Assist with production support.
	<b>Test Work Stream Advisor/ Coordinator</b>	Supports the Customer's Testing work stream lead regarding Workday best practice iterative testing approach. (Include for Advisor) Facilitates a Testing Kickoff meeting and two working sessions with the Customer's team to ensure testing preparedness based on the Customer's test strategy. (Include for Test Coordinator) Provides administrative oversight during test phases.
	<b>Delivery Assurance Team</b>	Conducts Project Initiation, Configuration, and Integration Reviews at major project milestones (aka checkpoints). Workday will utilize proprietary tools in the performance of these reviews wherever possible.
	<b>Delivery Assurance Support Team</b>	Provides support on the Project Initiation checkpoint, perform reviews on Compliance Checkpoints, and communicates issues with the Workday project team; follows-up on any issues including late or incomplete checkpoints.



## 4.2 Customer Roles

Customer will assume responsibility for the following roles and tasks.

	Customer Roles	Description
	<b>Executive Steering Committee Members</b>	Responsible for ensuring appropriate Customer resources are available for the project, working with the Workday Project Director and Engagement Manager(s) to resolve escalated issues in a time-effective manner, and signing off on key deliverables throughout the project. The Executive Steering Committee Members must be an active and visible resource on the project, and acts as the final decision maker on key issues (with Steering Committee input) that the PMO cannot resolve.
	<b>PMO</b>	The PMO is a group of high-level stakeholders responsible for championing the project and raising awareness of its importance to the broader Customer community, providing input, resolving issues, escalating to the Executive Steering Committee Members those that cannot be resolved, driving and managing change through the organization, and communicating with other key organizational representatives.
	<b>Project Manager/Director</b>	<p>Responsible for managing the project to completion. The Project Manager is responsible for tasks including co-developing the Project Plan with the Workday Engagement Manager, maintaining the Project Plan, managing issue and key decision logs, escalating issues to the Steering Committee, setting deadlines, assigning Customer project responsibilities, drafting status reports, and providing regular project status updates to Project Executive Sponsors and the Steering Committee. Also provides direction to Customer deployment team(s) for critical deliverables, milestones, issues, and risks. May also assist in managing executive stakeholder engagement for projects. Ensures solution design is end-to-end focused and drives desired outcomes and user experience. Responsible for overall program management, including project management of all non-Workday components of the program, including program costing and reporting for all Customer costs, logistics, and resources; tracking of all project issues and risks; assignment of owners and due dates for resolution; program change management; and managing all program work streams to minimize potential impact to the Workday Service deployment.</p> <p><b>Customer Project Manager/Director – ITA will function as the Project Manager/Director.</b></p>
	<b>Project Scheduler/Coordinator</b>	<p>Organize, implement and maintain scheduling management system supporting the project and the plans. They will assist to set up tasks and sub tasks to ensure satisfactory realization of project requirements and resources as scheduled.</p> <p>Supports the Project Manager throughout the project with the project plan, issues list, deliverables, meeting logistics and other administrative tasks.</p> <p><b>Customer Project Manager Assistant (Scheduler &amp; Coordinator) will function as Project Scheduler/Coordinator for the Customer.</b></p>



	<b>Cutover Lead</b>	<p>The Cutover Lead is the key person in planning all aspects of the cutover and providing support to Engagement Manager during the cutover. The person playing this role must pay attention to every detail of the cutover, planning for a large number of moving parts. Key task includes providing guidelines and support for cutover planning and organization, manage detailed cutover plan, follow up on execution of go-live preparation activities in local organizations.</p> <p><b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area will function as Cutover Leads for the Customer.</b></p>
	<b>Work Stream Lead(s)</b>	<p>Work stream Lead is assigned by Customer to be responsible for scoping functional and technical areas in scope on the project (e.g. HCM, Integrations, Reporting, Testing, etc.) Responsibilities include the following:</p> <ul style="list-style-type: none"> <li>• Drive all functional/technical decisions for that Work stream.</li> <li>• Responsible for making final design and configuration decisions to support the project plan timeline for the identified workstream.</li> <li>• Responsible for reconciling or selecting the go-forward design or configuration option when multiple work stream solution choices are advocated by different customer stakeholders.</li> <li>• Responsible for escalating to Steering Committee to obtain timely design decisions consistent with project plan timeline requirements.</li> <li>• Gather requirements from all other areas within the organization</li> <li>• Serve as Change Management liaison.</li> <li>• Establish test scenarios or cases and work with Customer's assigned testing resources to ensure timely execution of solution testing.</li> <li>• Work in conjunction with the Workday Work Stream Lead in the configuration of the system. Complete hands on activities as assigned.</li> <li>• Actively participate in receiving knowledge transfer from the Workday Work Stream Lead to ensure self-sufficiency to support issue resolution by start of UAT. Assume training for all other Customer resources in their respective areas of responsibility.</li> <li>• Manage third party vendors (e.g. integrations) as required.</li> <li>• Validate converted data in Workday tenant and log defects whenever an error is encountered.</li> </ul> <p>Serve as a single point of contact on the Customer side to coordinate integration activities and technical resources.</p> <p><b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area, SMEs will function as Workstream Lead(s) for the Customer.</b></p>
	<b>Workstream Team Member(s)</b>	<p>The Work Stream Team Member(s) are assigned by Customer to be responsible for scoping functional and technical areas that are in scope on the project (e.g. HCM, Integrations, Reporting, Testing, etc.) Responsibilities include the following:</p> <ul style="list-style-type: none"> <li>• Make all functional/technical decisions for that Work stream</li> <li>• Gather requirements from all other areas within the organization.</li> </ul>

		<ul style="list-style-type: none"> <li>Establish test scenarios or cases and work with Customer's assigned testing resources to ensure timely execution of solution testing</li> <li>Work in conjunction with the Workday Work Stream team members in the configuration of the system. Complete hands on activities as assigned.</li> <li>Actively participate in receiving knowledge transfer from the Workday Work Stream team members to ensure self-sufficiency to support issue resolution by start of UAT. Assume training for all other Customer resources in their respective areas of responsibility.</li> </ul> <p><b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area &amp; Functional Area (Department) SMEs will function as Workstream Team Member(s) for the Customer.</b></p>
	<b>Conversion Lead</b>	<p>Leads Customer's data extraction and transformation activities, responsible for coordination of delivering Customer Data for each tenant build. Responsibilities include the following:</p> <ul style="list-style-type: none"> <li>Responsible for providing subject matter expertise for Customer conversion to Workday</li> <li>Oversees timely completion of Data conversion tasks per the project plan.</li> <li>Participates in design workshops and assists in the development of data mappings.</li> <li>Assists conversion team members in resolving any source data or mapping errors.</li> </ul> <p><b>ITA Tech Team, ITA DBA &amp; Hess will function as Conversion Lead.</b></p> <p><b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area, &amp; Functional Area (Dept) SMEs, will function as Conversion Lead.</b></p>
	<b>Conversion Team Member(s)</b>	<p>The Conversion Stream team members will work with the Conversion Lead to extract, cleanse, and consolidate data for the Workday conversion. Team members will develop and test conversion programs. Team members will be responsible for correcting data within the source system and extracted data files so that data can be loaded within Workday.</p> <p><b>ITA Tech Team, ITA DBA &amp; Hess will function as Conversion Team Member(s).</b></p> <p><b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area, Functional Area (Dept) SMEs, &amp; Expanded Functional Area (Department) users will function as Conversion Team Member(s).</b></p>
	<b>Testing Lead</b>	<p>Testing Lead responsibilities include:</p> <ul style="list-style-type: none"> <li>Establish tools and repositories for storage, and tracking of execution of testing scenarios or cases</li> </ul>

		<ul style="list-style-type: none"> <li>Establish workflows and update system security to enable routing to Workday consultants</li> <li>Establish all management reports to track testing execution, and quality analysis</li> <li>In collaboration with Customer Project Manager, establish criteria for success and go/no go criteria</li> <li>Obtain any Workday mandatory performance testing to include in testing strategy and execution.</li> <li>Work with other Work Stream leads to establish timely baseline for all test cases and scenarios.</li> <li>Develop test strategy and resource plan during the Plan Stage of the project.</li> </ul> <p><b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area &amp; Functional Area (Department) SMEs will function as Testing Lead.</b></p>
	<b>Testing Team Member(s)</b>	<p>Testing Team members responsibilities include:</p> <ul style="list-style-type: none"> <li>Work with tools, keeping track of execution of testing scenarios or cases</li> <li>Manage system security to enable routing to Workday consultants</li> <li>Manage dashboards, reports to track testing execution, and quality analysis</li> </ul> <p><b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area, Functional Area (Department) SMEs, &amp; Expanded Functional Area (Department) users will function as Testing Team Member(s).</b></p>
	<b>Security Work Stream Lead</b>	<p>The Security Work Stream Lead is responsible for the entire Workday security configuration. Included in the responsibilities is the creation, maintenance, and editing of on-going system roles utilized by Customer. The Workday Security Work Stream Lead is responsible for determining what roles employees will be granted in Workday, performing periodic audits to ensure users are regularly reviewed and providing guidance on system security capabilities.</p> <p>Security Work Stream Lead responsibilities include the following representative activities:</p> <ul style="list-style-type: none"> <li>Provisioning (i.e., granting access to tenant for those beyond deployment consultants). Access to the system for the Customer will be granted through Security work stream lead and is the resource that will be identified at the start of the project.</li> <li>Completing all required training</li> </ul> <p><b>ITA CISO &amp; Security Team &amp; ITA Tech Team will function as Security Work Stream Lead</b></p>
	<b>Project Internal Audit Representative</b>	<p>Collaborates with Customer Work Stream Leads to review Customer's checkpoints, and security and SOX requirements as required by the project. Reviews project documentation, product configuration, business processes, etc., to help ensure project quality. Provides guidance upon request and during the delivery of the diagnostic reviews.</p>

	<b>Change Enablement Lead</b>	<p>Responsible for facilitating project and end user adoption of the Workday Service within Customer's user community, including communication and training. Some responsibilities may include enterprise-wide communication of the project, developing training strategies and plans, and ensuring the Customer's users are ready and willing to adopt the Workday Service upon deployment of the new system.</p> <p>Will provide guidance to Workday Change team for what has been effective for departments in the past. Will review and approve change management deliverables before delivery.</p> <p>Will provide oversight to Change Management Team Member(s) as they provide logistical support to team. Because this role will direct Customer resources, should be a Customer employee. Note: This role can be performed by the same person assigned to be Communications Lead</p>
	<b>Change Management Team Member(s)</b>	<p>Team members responsible for delivering and supporting Change Management activities.</p> <p><b>&amp; ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area will function as Change Management Team Member(s).</b></p>
	<b>Communications Lead</b>	<p>The Communications Lead works with the Workday Communications Lead to develop the communication strategy for the project and oversees the execution of all communications to stakeholders.</p> <p>Can provide guidance to Workday Communications team for what has been effective for departments in the past. Will review and approve communications deliverables before delivery.</p> <p>Will provide oversight to Communications Team Member(s) as they provide logistical support to Workday change team. Because this role will direct Customer resources, should be a Customer employee. Note: This role can be performed by the same person assigned to be Change Enablement Lead.</p>
	<b>Communications Team Member(s)</b>	<p>Team members responsible for delivering and supporting Communications activities.</p> <p>Distribution of communications, including printing, emailing, and posting. This will include monitoring and documenting questions raised through the project (ex. Project email address) and managing communications delivered through the project website (including archiving prior communications).</p> <p><b>&amp; ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area will function as Communication Team Member(s).</b></p>
	<b>Training Lead</b>	<p>The Training Lead is responsible for developing the various components of the overall Training Plan and coordinating the activities to deliver the plan. Will review and approve training deliverables.</p> <p>Because this role will direct Customer resources, should be a Customer employee.</p>

		<b>ITA PMO and the Work Stream Leads (ITA Tech, CAO, CTR &amp; PER) per core department area, &amp; Functional Area (Department) SMEs will function as Training Lead.</b>
	<b>Training Coordinator</b>	Supports the Customer Training Lead with delivery logistics including room reservations, technical setup and maintenance during delivery, materials printing, LMS support. Supports the review and approval of Training deliverables.
	<b>Change Champions</b>	Department representatives who will act as liaison between the project and their teams. Note: this role will initially require an individual to commit to no more than 1-2 hours/week, will increase during deployment to no more than 8-10 hours per week.  <b>&amp; Entire Customer Team will function as Change Champions.</b>

## 5. WORKDAY PROJECT SCOPE

### 5.1 Product/Functionality

Workday Professional Services will design and configure generally available functionality as prioritized by Customer. The configuration of each component listed below will be prioritized and designed during the early stages of the project. The listed processes are representations of key business processes to be designed and configured. The final list will be determined during the Plan and Architect Stages of the project, with appropriate consideration given to project timeline, resources and budget.

#### Functional Configuration and Setup

	Foundation	Description	Assumptions
	<b>HCM</b>	Core HR	Setup including tenant configuration, worker data, 1 country.
	<b>HCM</b>	Supervisory Organizations	12000 Supervisory Orgs, 4 companies (City of Los Angeles, Los Angeles World Airports, , Port of Los Angeles, Los Angeles Department of Water and Power), 5 matrix orgs, 10 custom orgs types estimated at 100 of each type, 500 cost centers, 20 unions , 8 pay groups, 5 retiree orgs, 500 Locations (Business Sites), an estimated 10 related org type hierarchies (including location hierarchies).

			Out of Scope – Regions, Business Units, Funds, Grants and Workspaces
	<b>HCM</b>	Staffing Models/Job Profiles	<p>Multiple staffing models, estimated 10 job family groups, 125 job families, 1200 job profiles, 1 management level hierarchy, 25 work shifts.</p> <p>Assumption: All agencies will use/share the same job profiles</p>
	<b>HCM</b>	Business Process Framework (Employee and Manager Self-Service)	1 Business Process Framework for all orgs, manager and employee self-service.
	<b>HCM</b>	Onboarding	<p>2 onboarding templates and business processes (1 for New Hires; 1 for Job Changes/Transfers). Any additional templates specific to Departments will be managed/deployed by Customer resources.</p> <p>Estimated at 10 Documents as part of the Onboarding process.</p> <p>Out of Scope - E-Verify</p>
	<b>HCM</b>	Contingent Workers	Contingent Workers are in scope and will be used for headcount visibility only. Any tracking or relation to their vendor is out of scope (Finance).
	<b>HCM</b>	Union Setup	<p>Only worker data. Estimated at 20 – 25 unions. Union dues have added eligibility rules in payroll. Worker data, Compensation, Absence and Benefits change as union workers progress in their careers. Union Membership business process is in scope.</p> <p>Assumptions: Union rates and rules will be documented during the Architect sessions. Changes to union rates or rules after the Configure &amp; Prototype stage is complete will result in a Change</p>

			Order following the process outlined in this SOW.
	<b>HCM</b>	Collective Agreements	In scope, estimated at 20 (aligning with the 20 -25 unions).
	<b>HCM</b>	Notice Periods	Out of Scope
	<b>HCM</b>	Probation Periods	Only worker data. Estimated at 3 employee probation periods.
	<b>HCM</b>	Reference Letters	2 reference letter templates
	<b>HCM</b>	Multiple Jobs	Customer has multiple jobs in their current system. Customer will convert an additional job, all benefits and absences are based on primary job, single pay group, single company, single paycheck.
	<b>HCM</b>	Safety Incident Tracking	1 country configuration.  Assumption: Safety incident locations must mirror business site locations.  Out of Scope: history conversion
	<b>HCM</b>	Committees	Out of Scope
	<b>HCM/Basic Compensation</b>	Basic Compensation (Core Configuration)	1 currency (USD), includes estimates of 800 grades and 1300 grade profiles, 100 allowance plans, and 30 One-Time Payment Plans. Includes Step processing.  Basic merit plan in scope.  Out of Scope: Bonus and Stock Plans  Assumption: The Customer's unions having annual increases may require complex configuration/custom reports/EIB/Studio development to support current requirements.

	<b>HCM/Basic Compensation</b>	Basic Compensation (Bonus Configuration)	Out of Scope
	<b>HCM/Basic Compensation</b>	Basic Compensation (Merit Configuration)	Basic merit plan configuration in scope.
	<b>HCM/Basic Compensation</b>	Basic Compensation (Severance Management)	Out of Scope
	<b>HCM/Basic Compensation</b>	Basic Compensation (Merit/Bonus/Stock Shared Participation Grid)	Out of Scope
	<b>HCM/Basic Compensation</b>	Basic Compensation (Period Activity Pay)	Out of Scope
	<b>HCM/Advanced Compensation</b>	Advanced Compensation (Bonus Processing)	Out of Scope
	<b>HCM/Advanced Compensation</b>	Advanced Compensation (Merit Processing)	Out of Scope
	<b>HCM/Advanced Compensation</b>	Advanced Compensation (Merit Statement)	Out of Scope
	<b>HCM/Benefits</b>	Benefits (Core Configuration)	Estimated 45 Benefit Groups, estimated 200 Benefit Plans, 1 Enrollment Event Rule, 1 Passive Event  Out in Scope - Enrollment Event Text, Retiree Benefits, Grandfathered Plans.
	<b>HCM/Benefits</b>	Benefits (Affordable Care Act Configuration - US Only)	Out of Scope
	<b>HCM/Benefits</b>	Benefits (Affordable Care Act Conversion of YTD Medical Coverage Changes - US Only)	Out of Scope



	<b>HCM (Talent)</b>	Talent (Employee Review Framework)	Certifications. This includes data conversions of certifications on the worker.  Out of Scope: All remaining Talent functionality
	<b>HCM (Talent)</b>	Talent (Performance Management - Goals and Competencies Configuration)	Out of Scope
	<b>HCM (Talent)</b>	Talent (Assess Talent Configuration)	Out of Scope
	<b>HCM (Talent)</b>	Talent (Skills and Experience - Worker Configuration)	Out of Scope except for certifications.
	<b>HCM (Talent)</b>	Talent (Skills and Experience - Job Profile Configuration)	Out of Scope
	<b>HCM (Talent)</b>	Talent (Calibration Configuration)	Out of Scope
	<b>HCM (Talent)</b>	Talent (Feedback Configuration)	Out of Scope
	<b>HCM (Talent)</b>	Talent (Succession Planning Configuration)	Out of Scope
	<b>USP</b>	US Payroll (Core Configuration)	Estimated 350 earnings and deductions (combined), 1 Federal Tax ID for payroll, 50 States, 1 Bank, 3 parallel tests, 1 external GL system, includes wage attachments  Assumption: Extensive complex pay calculations; Mid-Calendar year go-live; Payroll History for all current year quarters up to go-live; Internal tax filing – no third-party tax filing preparers.  Payroll costing allocations associated with project (worker order) time entry will be executed within the Customer's financial system
	<b>USP</b>	US Payroll (History Load)	Estimated 3 test and production loads for quarter-end, go-live.
	<b>USP</b>	US Payroll (Position Budget, Commitment/Obligations)	Out of Scope

	<b>USP</b>	US Payroll (Pooled Budgets; Obligations)	Out of Scope
	<b>USP</b>	US/CAN Payroll (Effort Certification)	Out of Scope
<b>HCM</b>		Absence Management	<p>Configuration of an estimated 30time off plans with complex accruals and where the accrual &amp; time off type assignment to the plan is singular (i.e. not more than one accrual or time off type per time off plan).</p> <p>Configuration of an estimated 20 Leave Types with non-delivered LOA Rules.</p>
	<b>TT</b>	Time Tracking (Core Configuration)	<p>1 Country; Estimated 20 - 25 unions or bargaining agreements; Estimated 30time entry codes; HCM Projects is in scope for time tracking; estimated configuration of 100 calculation scenarios including biweekly overtime, Shift based calculations in scope; Schedule assignments for 100 non-rotating schedules; No premiums or penalties based on schedule adherence; Multiple positions in scope</p> <p>See General Assumptions for Time Clock assumption.</p> <p>Assumptions: Workers will have access to 250 or fewer projects (work orders) at any time for time entry purposes. If more than 250 projects (work orders) are potentially available for selection, additional Customer configuration will be required to restrict the selection to 250 projects (work orders) or fewer.</p> <p>Estimated 15 Time Entry Template</p>
	<b>TT</b>	Time Tracking Reporting	Delivered WDSETUP audit reports and alerts for payroll admins plus estimates of 10 additional custom time tracking reports for admins, managers, or timekeepers

	<b>HCM (Cross Platform)</b>	Translations	English Only, no translations
	<b>HCM (Cross Platform)</b>	Mobile for HCM	Mobile functionality for an estimated 10 distinct security groups. The following functionality is included in the deployment package: Director, Organization Swirl, Workfeed, Personal Notes, Delivered Dashboards (Compensation and Benefits, Workforce Planning). Includes delivered reports only (no custom reports)
	<b>PRISM</b>	PRISM Analytics	PRISM functionality for an estimated 6 Use Cases as defined in Section XX. Assumptions: For each Use Case an estimated 10-15 tables from PaySR, Complexity of data transformation is standard, Data Source security is standard, Number of reports is low.
	<b>Recruiting</b>	Setup and maintain job postings	Out of Scope
		Setup and maintain jobs postings to internal and external Workday Service-linked career sites	Out of Scope
		Setup and maintain jobs search for internal candidates and enable employee referrals	Out of Scope
		Setup and maintain agencies and projected payouts	Out of Scope
		Setup and maintain the application process including review, screen, assess, interview feedback, reference check, offer and employment agreement management and letters, background checks, and ready for hire.	Out of Scope
	<b>Learning Core</b>	Setup and maintain the learning catalog, schedule learning offerings, configure the enrollment business process, and manage waitlists, grading, and attendance	Out of Scope
		Setup and maintain upload of media content including videos and documents	Out of Scope

## 5.2 Integrations

Within the Workday environment, there are numerous proprietary technical solutions of varying complexity available to meet integration requirements as follows;

	Workday Integration Solutions	Complexity	Description
	End to End Connector	Minor	Support a specific named third-party application or service. When you deploy an End to End Connector, no additional coding required. These integrations are (i) part of the Workday Service, and (ii) provided with ongoing support by Workday in accordance with Workday's current Production Support and Service.
	Connector	Low	Prebuilt integrations that address most of the integration effort required to connect to third-party end points. These integrations import and export data in a Workday-defined file format.
	Enterprise Interface Builder (EIB)	Moderate	Simple, secure, and customizable integrations consisting of an integration system, an integration data source, an integration transformation, and an integration transport protocol.
	Document Transformation (DT)	Moderate	Integration to consume the output file generated by a Connector, EIB, or Workday Studio integration system and transform the file based on instructions in an XSLT file.
	Business Intelligence Reporting Tool (BIRT)	Moderate	Solution to design and use business form layouts for meeting the layout specifications including rich text formatting, headers and footers, page breaks, and exact placement of labels, data, spaces, and margins.
	Workday Studio	High	An Eclipse-based development environment solution required to build more complex integrations with Workday.

Additionally, the following non-Workday technical solutions are also available to meet potential integration requirements;

	Non-Workday Integration Solutions	Description
	Workday Web Services	Web services are one of the central components of the Workday architecture and provide a core enablement tool to integration with Workday. WWS are implemented using industry-standard web services technology, which encompass WSDL, SOAP, REST, and the WS-* standards. Customers may choose to integrate directly with these Workday Web Services without requiring the utilization of specific integration solutions above.
	Partner Packaged Solutions	These solutions are provided by and supported by our software partners and are not part of the Workday Service or the Professional Services.



### Integration Scope

Although further detailed integration discovery and analysis will be conducted during the Plan and Architect Stages to rationalize scope and requirements against the various integration solutions above, the following integration scope assumptions were made to help define the integration deliverables included within SOW;

*Currently identified systems, vendors, and / or applications potentially requiring integration to and from includes Federal Tax/IRS, California State Disbursement Unit, State of California Employment Development Department, Mourneau Shepell, Ventiv, Voya Financial, Cornerstone, ICMA Retirement Corporation, Bank Institution, Various External Vendors (approximately 120 external organizations), PERKS (Paperless Electronic Records Keeping System), Controllers Office CPRA Requests, Neogov, API Calls, Aon/IVOS, One GL integration to CGI Advantage Financial Management System, LACERS (Los Angeles City Employees' Retirement System, Los Angeles Fire and Police Pension, Interface data for other city departments.*

Detailed scope and high-level requirements gathering activities will be conducted during the Plan and Architect stages to define specific integration deliverables against the currently identified systems, vendors, and / or applications to determine the appropriate integration solution and level of effort required for each.

Additionally, the percentage of Workday Integration Solutions to be developed by Workday and the Customer will be determined during the Plan and Architect stages and the anticipated Workday ownership is to be as follows:

Workday Integration Solutions	Complexity	Total Number
End to End Connectors	Minor	10
Connector	Low	15
EIB / DT / BIRT	Moderate	30
Workday Studio	High	20
		<b>75</b>

Workday estimates that 100 total integrations will be confirmed as in scope – of which Workday will own development of 75 and the Customer will own development of 25.

In the event additional integrations are needed, both parties will mutually agree to defining the scope and deliverables associated with the additional effort via the Change Order process.

On a monthly basis Workday will provide the Customer with the status of the mutually agreed upon deliverables used for each of the technical areas including integrations, reporting, and configurable domain security. When any one of these technical areas reach 80% of the defined deliverables, the Workday Engagement Manager will notify the Customer Project Manager, via e-mail, of the situation as well as deliver an estimated date when all of the defined deliverables will be **consumed and** the schedule necessary to accomplish the contracted scope of work within the original budget. If the Customer determines that it cannot work within the revised schedule or requires additional assistance from Workday in a specific technical area, a Change Order will be drafted and presented to Customer in accordance with the Change Order process defined in the PSA.

### **5.3 Authentication Configuration**

There are multiple ways the Workday Service can be configured for user authentication. The Authentication section below describes the various options. It indicates which option(s) Customer expects to deploy, and the expected level of effort for Workday to configure the Workday Service authentication mechanism, communicate Workday's requirements for Customer-owned deliverables, and assist with appropriate



testing. The authentication configuration activities are limited to one tenant. Customer is responsible for authentication configuration if additional tenants are required.

Authentication Method	Customer Responsible to Provide
SAML 2.0 Authentication via SAML HTTP Post API	SAML 2.0 authentication response compliant to Workday's SAML schema requirements

**Authentication Assumptions**

- Customer has deployed a multi-factor authentication solution in production
- Customer will have all Workday users authenticate to Workday via multi-factor authentication
- Customer is responsible for all configurations associated with Customer-owned multi-factor authentication solution.
- If Customer decided not to have Workday users authenticate via a Multi-factor Authentication solution, or does not have a Multi-factor Authentication solution, Customer assumes all risks of single factor authentication.
- Workday will also provide three working days to configure, troubleshoot, and knowledge transfer multifactor authentication within the tenant.

#### 5.4 Data Conversion Scope

	Data Conversion Element	Description	Assumptions
	Active Employees	Current Data	<ul style="list-style-type: none"> <li>Current data records for active employees will be included in the data conversion to the Workday Service. This includes workers on leave. This also includes terminated workers for the then-current year plus additional terminated workers loaded as former workers to facilitate rehiring. Terminated employees for the previous twelve (12) months will be included.</li> </ul>
	Active Employees	History	<ul style="list-style-type: none"> <li>Compensation – One (1) year of compensation change history loaded into the Workday Service's transactional business process framework</li> </ul>
	All Employees (Active & Terminated)	History	<ul style="list-style-type: none"> <li>Six (6) years of job and compensation history loaded into the Workday Service's "Worker History from Previous System" object.</li> </ul>
	Terminated Employees	Current Data	<ul style="list-style-type: none"> <li>Current year terminated workers</li> <li>Active Retirees and Surviving Spouses who are being paid out of Workday will be converted into Workday</li> <li>Only a terminated worker's data at time of termination (i.e., "top of stack", last job, last comp) will be converted.</li> <li>Terminated workers will be converted to a Workday organization specified for terminated workers rather than the historical organization structure.</li> </ul>
	Benefit Elections	Current Data	<ul style="list-style-type: none"> <li>Current year (2021) retirement and union elections (if cannot be converted from the vendor/union). All other benefits will be converted as deductions within Payroll input.</li> </ul>
	Payroll Data	Current Data	<ul style="list-style-type: none"> <li>Current tax withholdings (Federal, State, Local, etc.)</li> <li>Current withholding orders</li> <li>Payment elections (direct deposits)</li> </ul>
	Payroll Balances	History	<ul style="list-style-type: none"> <li>Payroll balances will be converted for quarter end to support a mid-year go live and W-2 reporting</li> <li>Payroll paycheck detail data will not be converted</li> </ul>
	Absence	Current Data	<ul style="list-style-type: none"> <li>Time off plan balances</li> </ul>

- Workday will perform five (5) data loads for the project. A "data load" is defined as a series of steps and events at established points within the project methodology. Each data load may require multiple attempts based on data quality and successful loading. Additional data loads will require additional effort and will be handled via the Change Order Process.
- Each data load creates a prototype tenant:
  - Foundation Tenant
  - Configuration Tenant



- End-to-End Tenant
- Payroll Parallel Tenant
- Gold – Pre-Production Tenant
- Workday will provide a data loading template that the customer will populate with their extracted and transformed data (the “Data Gathering Workbook”). The Workday Data Conversion Consultant(s) will use the completed templates to load the data into the Workday tenant. It is the responsibility of the Customer to provide clean and complete data based on the template requirements. The Customer is responsible for resolution of discrepancies in the content of the data it provides. Workday will not perform data cleansing or verification activities under this SOW.
- For each of the tenant builds above, Customer will be allowed an estimated three (3) attempts to deliver data in the proper format that can be loaded into the tenant error-free by the data workbook deadlines. For the final Gold - Production Build, Customer will have one attempt to deliver data conversion file error free by the data workbook deadline.
- Customer is responsible for extracting data from the legacy system(s) and provide in the defined format to Workday.
- Customer is responsible for ensuring the data is cleansed and duplicate values are removed.
- Once the data is loaded, the Customer is responsible for verifying the accuracy of the data that is loaded into the Workday service and to provide corrected data where required.

## 5.5 Worker Population, Languages, and Localizations

Workday assumes Customer population will change over the course of the deployment, however, for purposes of scoping and estimating the project effort and resource requirements, Workday is relying on the following Worker Population data (effective as of October 31, 2019). Changes to the Worker Population that increase complexity, create business process change, require additional effort (e.g., data loading, report creation) will be discussed with Customer at the time of the change.

- The Workday Service will be rendered in English in addition to the following languages identified below, only as generally available in the current commercially available Workday Service release and certain applications are in English only.
- Predefined country formats will be made available for in-scope countries to the extent supported by the current commercially available Workday Service release.
- Predefined communications profiles/name and address formats will be made available for in-scope countries to the extent supported by the current commercially available Workday Service release.
- Predefined localizations will be made available for in-scope countries to the extent supported by the current commercially available Workday Service release.
- Customer is responsible for determining whether use of the predefined formats provided by Workday meets Customer’s compliance requirements.

Wave 1 Countries, Employee Counts, and Languages – Human Capital Management		
Country	Number of Active Employees (approx.)	Language
United States	40,085 FSE	English
<b>Total</b>	<b>40,085 FSE</b>	

### Language Assumptions

- Customer is responsible to deliver language strategy outlining what objects will be translated to what languages by the end of Prototype 1 testing.
- Customer is responsible to deliver translations for those objects in Workday template format and to update End-to-End and UAT testing scripts or cases, plans, and resources to support those translations.
- Workday will load translations as delivered.





- Customer is responsible for defining the approach for regional business requirements, data gathering, and documentation of requirements for processes augmentation in alignment with the Project Plan timelines.
- Localizations are expected to be restricted to support legal or compliance-based requirements.

## 5.6 Reports

All Standard Reports identified on the Workday Standard Reports List are delivered within the application and in scope for the project.

Additionally, within the Workday environment, there are numerous proprietary technical solutions of varying complexity available to meet report requirements as follows;

Workday Reporting Solutions	Complexity	Description
Advanced	Low	Display fields from the primary business object and related business objects with advanced design options, including: Filtering / Subfiltering / Prompting / Sharing.
Search	Low	Display instances of a business object that you can narrow down with search terms or facet filters.
Transposed	Moderate	Compare and analyze data by swapping rows for columns, which allows side-by-side data comparisons.
Matrix	Moderate	Group and summarize data by 1 or 2 fields that contain repeating values. Display matrix results on a table or chart that can drill down on for additional details, enabling performance of dynamic analytics and interactive reporting across dimensions. Matrix reports are similar to pivot tables and crosstabs.
nBox	Moderate	Display counts of business object instances in a 2-dimensional matrix, enabling you to compare and visualize objects across 2 fields.
Trending	Moderate	Group data by time period for trend analysis. You can also group, summarize, and drill down on data.
Composite	High	Combine multiple reports into 1 report. Each sub report can have a different data source

### Report Scope

During the Architect stage Workday will conduct an onsite workshop to define potential custom report scope, gather high-level requirements, and initiate conceptual design. Any and all high priority custom reports will be identified, documented, and development responsibility assigned.

At the beginning of the Configure & Prototype stage Workday will lead another onsite working development session to support Customer Report team with initial report build activity.

Additionally, the percentage of Workday Reporting Solutions to be developed by Workday and the Customer will be determined during the Plan and Architect stages and the anticipated Workday ownership is to be as follows:

Workday Reporting Solutions	Complexity	Total Number
-----------------------------	------------	--------------



Advanced / Search	Low	25
Transposed / Matrix / nBox / Trending	Moderate	30
Composite	High	20
		<b>75</b>

In addition, Workday will assist with troubleshooting activities and will also be available for guidance and support during the Configure & Prototype and Test stages. During the Architect Stage, Workday and Customer mutually agree on the deliverables needed to support these reporting activities as well as the two workshops noted above.

On a monthly basis Workday will provide the Customer with the status of the mutually agreed upon deliverables used for each of the technical areas including integrations, reporting, and configurable domain security. When any one of these technical areas reach 80% of the defined deliverables, the Workday Engagement Manager will notify the Customer Project Manager, via e-mail, of the situation as well as deliver an estimated date when all of the defined deliverables will be consumed and the schedule necessary to accomplish the contracted scope of work within the original budget. If the Customer determines that it cannot work within the revised schedule or requires additional assistance from Workday in a specific technical area, a Change Order will be drafted and presented to Customer in accordance with the Change Order process defined in the PSA.

#### 5.7 Prism Analytics

During the Plan and Architect stages Workday and Customer will mutually agree on Use Case scope, gather high-level requirements, and initiate conceptual design. Any and all high priority Use Cases will be identified, documented, and development responsibility assigned.

The following additional assumptions apply with respect to projects involving Workday Prism Analytics:

- Workday Prism Analytics is not designed for use with PCI or PHI data and any such data will be out of scope.
- Customer will provide the consultant(s) assigned to this project with implementer access to appropriate Tenants.
- Customer will identify and confirm the specific data sources to be used and the Customer must have independently obtained the rights to use all of the selected data sources for the intended purpose. Workday does not provide any data.

#### Scope Assumptions

The following assumptions were made with respect to the functional scope of Customer's project:

Section #	Workday PRISM Analytics Use Cases	Workday Lead Developed	City Lead Developed
5.7.1	Retro Payroll - Support payroll retro transactions that may come up due to union negotiations. Use cases assumptions: <ul style="list-style-type: none"><li>- Internal data: Worker information, Organizations, Payroll Result lines, Payroll Results</li><li>- External Data: 20 tables in PaySR</li></ul>	X	

	- Security configuration will be the same as PaySR		
<b>5.7.2</b>	<p>Prior Year Adjustments -</p> <p>PRIOR PP/Year ADJUSTMENTS, including or resulting in:</p> <ul style="list-style-type: none"> <li>- IOD Conversions (w2cs will be generated)</li> <li>- Historical data recall from Time entries (need further clarification/education from CTR)</li> <li>- W2Cs (as far back as 3 years)</li> <li>- Over-deductions refund</li> <li>- GW adjustment (need further clarification/education from CTR)</li> <li>- Employee Salary Adjustments by Depts</li> <li>- Court Order (law suit payments; pay back prior year wages as calculated by depts)</li> </ul>	X	
<b>5.7.3</b>	<p>Correcting Incorrect Employee ID (key) Records -</p> <p>Correcting incorrect employee ID (key) records for existing employee with prior year historical data in the incorrect employee id and additional current year of correct employee id records</p>	X	
<b>5.7.4</b>	Snapshots of all tables that contain audit trail type fields showing when and who created the record, and when and who last updated the record		X
<b>5.7.5</b>	<p>Scenarios where Payroll Timekeeping Data is needed by HR:</p> <p>The City's Retirement and Layoff/Displacement seniority calculations sometimes requires an evaluation of an employee's absence throughout their employment history - particularly:</p> <p>Periods of absence without pay.</p> <p>Periods of absence w/ pay exceeding one year.</p> <p>For Personnel, most day-to-day calculations that involve absence history pertain to the past year of employment. However, there are times when legacy payroll data is needed to verify that employees deductions/credits were properly applied.</p>		X

5.7.6	<p>Overpayment Collection and Audit Trails:</p> <p>- includes all the functional aspects of overpayment collections starting with calculating and documenting the overpayment (including 3 yr. statutory overpayment collection rule), to recording and meeting with employee to get consent, to actual collection, to recording and reflecting repayment in the appropriate W2 or W2C, and providing whatever FICA refunds as necessary.</p>		X
-------	---	--	---

### **Knowledge Transfer Activities**

Workday will provide knowledge transfer activities as it deems appropriate. These activities may include:

- Solution Q&A and walk through
- Product Overview delivered by consultant

Knowledge transfer activities do not include:

- Formal training offered through Workday Education
- Formal user guides or manuals

Additionally, all documentation is available to the Customer via the Workday Community website. Any additional training that is not stipulated in the Training Order Form offered through Workday Education will be made available for purchase by the Customer.

On a monthly basis Workday will provide the Customer with the status of the mutually agreed upon deliverables used for PRISM. When any one of these technical areas reach 80% of the defined deliverables, the Workday Engagement Manager will notify the Customer Project Manager, via e-mail, of the situation as well as deliver an estimated date when all of the defined deliverables will be consumed and the schedule necessary to accomplish the contracted scope of work within the original budget. If the Customer determines that it cannot work within the revised schedule or requires additional assistance from Workday in a specific technical area, a Change Order will be drafted and presented to Customer in accordance with the Change Order process defined in the PSA.

### **5.8 Configurable Domain Security**

As part of the Workday's standard functional configuration, Workday will apply factory defaults and / or provide guidance and assistance to tailor security groups, roles, and permissions to meet business requirements.

During the Architect stage a Workday Configurable Domain Security Lead will conduct the following activities:

- Security Overview
- 4 Security Check-ins
- Security Strategy Considerations
- Deliver two days of ad hoc scoping and discovery support to assist Customer with understanding configurable domain security.

Workday and the Customer will define and agree upon the deliverables during the Plan and Architect Stage for providing Configurable Domain Security guidance, configuration assistance, and troubleshooting support which includes the Architect stage activities.

On a monthly basis Workday will provide the Customer with the status of the mutually agreed upon deliverables used for each of the technical areas including integrations, reporting, and configurable domain security. When any one of these technical areas reach 80% of the defined deliverables, the Workday Engagement Manager will notify the Customer Project Manager, via e-mail, of the situation as well as deliver an estimated date when all of the defined deliverables will be consumed and the schedule necessary to accomplish the contracted scope of work within the original budget. If the Customer determines that it cannot work within the revised schedule or requires additional assistance from Workday in a specific technical area, a Change Order will be drafted and presented to Customer in accordance with the Change Order process defined in the PSA.

## **6. GENERAL ASSUMPTIONS & PROJECT ASSUMPTIONS**

The estimated fees and timeline for this Project are based on the following General Project Assumptions and the Project Stages Assumptions stated below. If any of these assumptions are not met, Workday will (i) promptly advise Customer in writing; (ii) use reasonable efforts to mitigate delays and additional costs or fees; and (iii) increase its fees to reflect the additional services rendered as a result of Customer's failure to meet the identified assumptions.

### **Project Management and General Assumptions**

1. Workday estimates that of the total services included in this SOW, approximately 75% will be performed offsite and 25% onsite at a Customer location.
2. Engagement Manager will be onsite 80%+.
3. Customer will make key project decisions within ten (10) business days, unless an extension is mutually agreed upon. Key decisions are related to critical design areas or decisions having a material impact on the project schedule. The Steering Committee will make decisions that are consistent with the project's guiding principles, and in a manner supportive of the Project timelines and deliverables. If the Customer is unable to make a key decision within the agreed upon timeframe which then has a material impact on scope, resources, and/or the project schedule; a Change Order will be drafted, reviewed, and submitted to Customer via the Change Order process as defined in the PSA.
4. Customer will provide adequate workspace and network connections when services are performed onsite.
5. Customer will make good faith efforts and take reasonable actions necessary to meet all dates set forth in the project plan.
6. Customer is responsible for the timely coordination of internal resources necessary to conduct all required workshops.
7. Customer will actively participate in all design workshops required for Workday to obtain any functional design decisions and technical integration specifications necessary to configure the Workday Service.
8. Customer Work Stream Leads in the Pay, Time and Absence area will require one (1) FTE for each area due to the complexities and assume responsibility for finalizing all required design and configuration decisions in a timely manner to support the project plan dates.
9. Customer Work Stream Leads will be responsible for finalizing all required design and configuration decisions in a timely matter to support the project plan dates.
10. Customer's IT organizations are responsible for workstation compliance to Workday's minimum technical requirements, as provided by Workday.



11. Workday's delivered Business Processes will be the starting point for the business process workshop activities.
12. Six (6) deployment tenants are included in the scope of this SOW. If additional tenants are required to support Customer's subsequent phases, project conversion or training requirements, additional tenant fees will apply.
13. This SOW assumes **one primary source** of HCM, Payroll, and other required data. Customer will be responsible for consolidating data from source systems into a single data gathering workbook file for each of the required data types.
14. All MOUs (Memorandum of Understandings) will be interpreted by Customer and provided in a format that supports the scope being deployed.
15. Customer is responsible for documenting any requirements from city and state laws, legislation, regulations and bargaining agreements.
16. Customer Time Clocks and associated Time Collection and Management Systems will continue to contain features and functions for calculating time and scheduling work shifts. Any changes required to the Time Clock System or Process due to the integration with Workday must be managed by the Customer. Time and Absence data from Customer's Time Clocks/Systems will be brought into Workday's Time Tracking with current Organization structures from the configured Workday system. Any changes to current Time Clocks must be in place and fully configured before the end of the Architect phase. Workday assumes a single integration mapping if multiple Time Clock systems are being utilized.
17. Customer is responsible for providing Accessibility tools to their users and for the development of training content and testing materials to meet Accessibility requirements.
18. If the project start date is delayed by Customer for any reason, Customer understands that Workday's ability to staff the engagement and meet the target go-live date could be at risk. Workday will work closely with Customer to identify the impacts of any delays and will discuss available options before coming to agreement on the next steps.
19. If Customer or Workday cannot meet set completion dates for deliverables and milestones, the project's estimated costs, completion dates, and/or approach shall be revised as mutually agreed upon by Workday and Customer.
20. Knowledge Transfer occurs throughout each Stage of the Project.
21. If the project is delayed due to circumstances outside the control of Workday, Workday reserves the right to revisit and revise the project's estimated costs.
22. Customer and Workday will observe Customer and US holidays applicable to each during the project.
23. Workday will provide support to the Customer project team following a Monday – Friday workweek.
24. A single integration template will be created to interface worker data from departmental HR systems of record to Workday to create and maintain the worker records.
25. A single integration template will be created for worker demographic data to send to any departmental system.
26. A single integration template will be created for payroll data to send to any GL systems.
27. The Supervisory Organization (SUPORG) structure will be progressively built in the Workday Service. Approximately 100% of all employees from all departments will be provided to Workday in the appropriate Data Conversion workbook format to be hired into the Foundation Build (this will only include their primary job). Approximately 60% of the employees provided will have detailed manager information (built off of the reports to field) for Foundation Build.



Workday will utilize the manager information to derive the Sup Org structure. For the Configuration build, 80% of managers reports to structures are required. Near 100% of managers reports to structures will be required for Test build.

28. The Customer is responsible for procuring required third-party licenses to support Tasks and Deliverables described by this SOW (e.g. training authoring tools used to create training material). The third-party software described below is required or recommended to complete the Tasks and Deliverables described by this SOW.

Product Name	Number of Licenses Necessary	Required or Recommended	Comments (e.g. description for the use of the product)
JAWS, Zoomtext and DragonSpeak	Customer Provided - Enterprise	Recommended	Accessibility testing
Microsoft Office Suite	Customer Provided - Enterprise	Recommended	Document Authoring, Project Plan and Work Breakdown Structure, Spreadsheets
sFTP Server	Workday Provided	Required	Secured File Transfer Protocol Server for protecting Personally Identified Information (PII)
Training Development Application	Customer Provided	Required	Training Content Development application to be identified by Customer
VPN	Customer Provided - Enterprise	Required	Needed for remote access, as required
ServiceNow	Customer Provided	Required	User Access: All Project Personnel User Interface: Web <ul style="list-style-type: none"> <li>• Project Dashboard that provide live status, raid, task, milestones and active widget feeds.</li> <li>• Project Plan that provide task relationships, dependencies that actively feeds the dashboard.</li> <li>• RAID log monitoring and management of risk, actions, issues and defects.</li> <li>• Ability to setup/implement, Workday Methodology stages.</li> <li>• Enable project members read/write access via the internet.</li> <li>• Manages project artifacts (file-based deliverables)</li> </ul>



			<p>and documentation) during the development lifecycle. The document repository coordinates and controls versioning of deliverables</p> <ul style="list-style-type: none"> <li>• Manages test planning, test preparation, resource management, and test execution by loading and reporting the activities associated with script and/or scenario usage</li> <li>•</li> </ul>
Smartsheet	Workday Provided (Smartsheet)	Optional	<p>User Access: All Project Personnel User Interface: Web</p> <ul style="list-style-type: none"> <li>• Project Dashboard that provide live status, raid, task, milestones and active widget feeds.</li> <li>• Project Plan that provide task relationships, dependencies that actively feeds the dashboard.</li> <li>• RAID log monitoring and management of risk, actions, issues and defects.</li> <li>• Ability to setup/implement, Workday Methodology stages.</li> <li>• Enable project members read/write access via the internet.</li> <li>• Manages project artifacts (file-based deliverables and documentation) during the development lifecycle. The document repository coordinates and controls versioning of deliverables</li> <li>• Manages test planning, test preparation, resource management, and test execution by loading and reporting the activities</li> </ul>



			associated with script and/or scenario usage
--	--	--	--

## Plan

### Assumptions

1. Customer will assign an experienced Project Manager to manage Customer's roles and activities for this project.
2. Customer will assign an Executive Sponsor to participate in Steering Committee meetings and be available to resolve issues impacting the success of the project.
3. Customer will have knowledge of or provide documentation that reflects existing business processes.
4. The Delivery Assurance checkpoint for the Project Plan Review will be completed before moving to the next stage of the project.
5. Customer will complete Workday training prior to beginning the Architect Stage.
6. At the completion of this stage, any differences from this SOW's scope, implementation approach, or assumptions that are expected to result in a material impact to the estimated timeline, resource requirements, or estimated costs may result in a Change Order.

## Architect

### Assumptions

1. Functional configuration and Business Processes will be designed by both Workday and the Customer resources during the business process design sessions and Architect Workshops. Through a series of collaborative workshops, each business process is detailed in a design document. In the Configure and Prototype stage, business processes will be configured in the Workday Service based on the design decisions made in the Architect Stage. Any requested deviation from the Functional configuration or Business Processes designed during this Stage may impact project cost and timeline.
2. Architect Workshops will follow the order/sequence recommended by Workday.
3. Architect Workshops and any follow up workshops/meetings will be completed within the timeline presented in the Deployment Approach section of this SOW.
4. The output of these Architect Workshops results in the configuration of the Workday Service. Customer will ensure the proper and key attendees actively participate in each session, that they understand the context/purpose/relevance/importance of each session and decisions made, and that these attendees represent relevant departments or stakeholders. Attendees should be empowered to make decisions necessary to successfully implement the Workday Service.
5. Workday and Customer project teams will work together to prioritize each business process, integration, data elements for conversion and reports to be included in the design, and will mutually agree upon the full project scope, with consideration given to timeline and budget.
6. Customer project team will use the associated workshops to validate and refine Customer business processes and obtain acceptance of the Workday Service from their internal stakeholders and business process owners.
7. Customer intends to standardize business processes, business practice, and business policy across the enterprise, where possible.

8. Workday estimates are based on utilizing the Workday Optimized Business Processes. If the Workday Optimized Business Practices are not appropriate for Customer, as to be determined by Customer, a Change Order for additional Professional Services may be required.
9. Customer will participate in integration design workshops and provide the necessary technical specifications for all Workday configured or custom integrations defined in this Appendix A as in scope.
10. Knowledge Transfer of the Workday Service will occur during the configuration review workshop, detailed discussions, and other reviews as identified by the project team.
11. The Delivery Assurance Configuration Prototype Review checkpoints must be completed prior to moving to the next stage of the project.
12. Customer will participate in Delivery Assurance review meetings with the Delivery Assurance consultants.
13. At the completion of this stage, any differences from this SOW's scope, implementation approach, or assumptions that are expected to result in a material impact to the estimated timeline, resource requirements, or estimated costs may result in a Change Order.

## **Configure & Prototype**

### *Assumptions - Configuration*

1. Prototype configuration activities will primarily be completed off site by the Workday team members.
2. Customer business analysts will complete unit tests prior to the decision of moving into Test stage.
3. The Test stage cannot be entered into without the completion and approval of the Configuration Prototype Review and the Integration Approach Review by Delivery Assurance.
4. If a new Workday Service release occurs during the project, Customer will be required to regression test the new update to confirm project configuration and business processes perform as expected. Workday will provide reasonable guidance to support testing
5. Customer functional and technical analysts are responsible for developing the user test scenarios and scripts. Workday will provide standard test scenarios to be used as a foundation; however, Customer team will develop detailed test scenarios based on Customer's user requirements and system configuration.
6. A select group of Customer end users will conduct testing with defined scenarios to confirm the operation of the Workday Service. Formal sign-off by Customer is required. Workday will provide reasonable guidance to support testing.
7. Knowledge transfer to Customer for the Workday Service will occur during the Configure and Prototype and include detailed discussions and other reviews as identified by the project team.

## **Test**

### *Assumptions*

1. Customer is responsible the development of the Test Strategy and user test scenarios and scripts. Workday will provide standard test scenarios to be used as a foundation; however, Customer will need to create detailed test scenarios/cases based on their user requirements and system configuration.
2. Customer is responsible for completing hands-on testing activities.

3. Knowledge transfer to Customer for the Workday Service will occur during End to End testing and include detailed discussions and other reviews as identified by the project team.

## **Deploy**

### *Assumptions*

1. Customer will restrict non-essential transactions and configuration in the system (s) they are converting from during a pre-defined period of time identified in the project plan to minimize the impact to the move to production and post-production activities.
2. Knowledge transfer of system usage and administration to Customer is complete and the customer Workday support team is operating independently with minimal part time support of Workday consultants.
3. Changes to the Workday Service in production will be made by Customer with support by the Workday consultants.
4. The Delivery Assurance final configuration checkpoints must be completed prior to moving the tenant into production.
5. Customer will participate in Delivery Assurance review meetings with the Delivery Assurance consultants.

## **Integrations**

### *Assumptions*

1. During the Plan and Architect stages, Workday and Customer will mutually agree on the total Workday staff effort associated with the development, unit test, and deployment of the identified 75 integration deliverables including integration scoping, requirements gathering, general management of Workday integration activities, as well as post-production support.
2. Should any integration deliverable effort by Workday project staff exceed the mutually agree upon estimate Workday will provide a change order to Customer for the anticipated deliverables effort.
3. Workday will lead all design and development efforts for Configured and / or Custom Integrations assigned to Workday as defined in the scope section of this SOW.
4. Workday will provide functional data mapping expertise and produce field mapping documents for each Configured Integration.
5. Workday will configure and unit test Configured Integrations planned for deployment.
6. Use of Workday Configured Integrations assumes that no new development of the interface specification is required.
7. Where changes are required for Customer's integration platform or internal system, Customer must provide their experienced resources and the Customer will be responsible for making the changes. Workday integration estimates do not account for any effort required on Customer's technology environment to complete integrations.
8. Customer is responsible for development and testing of each Custom Integration as specified in the scope section of this SOW.
9. Customer must ensure data is verified as accurate, all duplicates removed, and all data validated.
10. If Customer identifies data issues, they will provide corrected data to be loaded and ensure integration testing is completed prior to go-live.

11. Customer agrees to make available appropriate Customer technical and functional resources to assist with discovery, data mapping, data validation, testing, and user acceptance testing activities with each supported interface.
12. Customer will coordinate data transfer and integration testing with external vendors identified to ensure timely response in working with Workday consultants.

***Integrations – End to End Connectors***

1. If the End to End Connector integration does not fulfill the Customer's requirements, an alternative custom integration or integrations may be required instead and may be subject to Change Order.
2. End to End Connector integration solutions may require a subscription to or a contract from Third Party Providers. Customer is responsible for subscription, and any contract required with third party providers to use Workday End to End Connector integration solutions.
3. Workday integration consultants will facilitate communication with vendors and configure and test End to End Connector integration solutions during deployment phases.
4. Use of Workday End to End Connector integration solutions assumes Customer and vendor requirements fit within Workday's standardized integration solution. If the solution does not meet the vendor or Customer requirements or is not available at time of deployment, an alternative solution may be pursued, subject to a Change Order.

***Integrations - Customer Engagement***

1. Customer agrees to make available technical and functional resources to assist with discovery, data mapping, data validation, testing, and user acceptance testing activities with each supported interface.
2. Customer will actively participate in all design workshops required for Workday to obtain any functional design decisions and technical integration specifications necessary to configure the Workday Service.
3. Customer will provide an sFTP server or an appropriate endpoint for integration file if none exists today

***Integrations - Systems / Vendors / Applications***

1. Workday professional services are not trained on 3rd party systems / applications or technology platforms.
2. Customer is responsible for programs to import data into 3rd party systems or applications, if required.
3. Customer leads interactions with 3rd party vendors or application / system owners required to implement integrations throughout the duration of the deployment.
4. Customer is responsible for data quality required for integrations to operate successfully. This includes the responsibility for loading data into third party applications, if required.
5. Customer will lead interactions with third party vendors and/or internal system owners required to deploy integrations throughout the duration of the deployment.
6. Customer will also coordinate secure data transfer and integration testing with all vendors (and internal systems) to insure timely response.
7. If Customer determines a change is required to its internal system or application, Customer assumes responsibility for such changes. Workday's integration estimates do not account for effort required by Customer to make internal changes.
8. Customer is responsible for subscriptions and/or contracts required from third party vendors, systems, or applications.

9. Integration with the Customer's existing data warehouse(s) and data mart(s) are not within the scope of this SOW. During the Configure & Prototype stage, Workday will conduct a 1-day workshop to conduct knowledge transfer for the reporting and integration capabilities for feeding data to Customer's data warehouse. Workday will also provide two working days of follow-up support to assist with questions related to the provided knowledge transfer. Customer will have access to all data through data extraction. Any and all required custom reports and integrations for the data warehouse will be identified, documented, prioritized, and developed by the Customer.

***Integration Testing***

1. Workday professional services will perform basic file fit and format unit testing of integrations, which does not include detailed functional scenarios done during end-to-end testing.
2. Customer is responsible for all integration end-to-end user acceptance testing to include detailed functional scenarios of all developed integrations, including vendor or external system verification.
3. Customer is responsible for testing all integrations, regardless of type. This includes, but is not limited to, data verification. Please note: If a non-integration, data-related, issue is identified during testing, Customer will provide corrected data to be loaded and ensure integration testing is successfully completed prior to Go-Live.

***Integration Training / Post- Production / Go-Live***

1. Customer assumes operational responsibility and configuration for all integrations after Go-Live. This includes monitoring, troubleshooting and configuration updates.
2. Customer will attend all training, in the relevant technology, for integrations to be supported post Go-Live.

**Data Conversion*****Assumptions***

1. Workday will provide templates for data conversion.
2. Customer is responsible for extracting data from its legacy systems.
3. Customer is responsible for ensuring data is cleansed and duplicate values removed.
4. Customer is responsible for populating the supplied Deployment Data Gathering Workbooks in the prescribed format.
5. Once the data is loaded, Customer is responsible for verifying the accuracy of the data and providing corrected data to meet the project schedule.
6. This SOW assumes one primary source of HCM, Payroll, and other required data. Customer will be responsible for consolidating data from source systems into a single data gathering workbook file for each of the required data types.
7. Workday will perform five (5) Builds or data loads during the deployment. A Build is defined as a series of steps and events at established points within the project methodology.
8. For each Build, Customer will be allowed an estimated three (3) attempts to deliver data in the proper format that can be loaded into the tenant error-free by the data conversion deadlines. For the final Gold - Production Build, Customer will have one (1) attempt to deliver data conversion file error free by the data workbook deadline. If Customer is unable to provide data that will load error-free within the designated number of attempts, Workday will evaluate the



impact of the delays on the project schedule and resources which may result in a Change Order.

## **Reporting**

### *Assumptions*

1. Workday will provide knowledge transfer for the duration of the project to Customer on how to utilize reporting capabilities with the Workday Service.
2. If Customer requires additional assistance from Workday, above and beyond the mutually agreed upon deliverables to build the reports or other related activities, a Change Order will be created and presented to Customer in accordance with the Change Order process.
3. Reports are limited to the available report data sources and custom report fields.

## **Configurable Domain Security**

### *Assumptions*

1. The mutually agreed upon deliverables for security guidance and support included in this SOW is limited to configurable domain security and does not address cloud security, mobile security, data in transit security, data encryption, or device management.
2. If Customer requires additional assistance from Workday related to Configurable Domain Security, above and beyond the mutually agreed upon deliverables allocated in this SOW, a Change Order will be created and presented to Customer in accordance with the Change Order process.
3. As previously noted, Customer will be primarily responsible for configuring and managing configurable domain security during the project.



## ***Appendix B – Organizational Change Management & Training***

Workday will provide Customer with Professional Services to support Organizational Change Management (OCM) for the Project, which includes support for the following work streams:

- Change Management
- Training and Development
- Communications

The OCM Project work stream will utilize a co-lead framework ("Two in the Box") which results in the Workday OCM provided lead being paired with a Customer lead.

### **Scope Detail**

#### **1. CHANGE MANAGEMENT**

Workday will provide Professional Services to Customer for the OCM work stream. The Change Management team will:

To facilitate an effective implementation, the Workday OCM Team will engage in the following activities:

- Host Change Management discovery session to meet the team, gather inputs to key deliverables, and discuss use of innovative methods for managing change
- Develop Change Management Strategy Approach & Workplan to set foundation for Change Management team scope, guiding principles, and timeline. Change Management Workplan will be integrated into the overall project workplan
- Run a Stakeholder Analysis to identify the impacted individuals and teams across the city
- Run a Change Impact Analysis to identify impacts to stakeholder groups and work with the Customer to determine how to handle/address
- Host Change Management kick-off / orientation
- Attend project design sessions, as applicable, and capture change impacts
- Establish a Change Champion Network made up of identified department Customer staff
- Support the Customer in Change Network selection by providing a list of attributes and characteristics that make a strong member of the Change Network
- Lead a Focus Group with a subset of the Change Network to seek input on the role, expectations, and the most effective methods for communication and support
- Provide a kickoff session to mobilize the Change Network
- Prepare materials to support Change Network activities
- Co-facilitate with the Customer Change Lead a monthly touchpoint series with the Change Network to deliver important updates and respond to questions
- Work with the Communications Team to identify messages that need to be reinforced by the Change Network
- Work with the Customer team to respond to questions from the Change Network
- During the 4 weeks leading up to implementation, develop weekly communications targeted at the Change Network to support readiness, including training reminders, important dates, and information about post implementation support
- During the 8 weeks post deployment, Workday will co-facilitate with the Customer Change Lead by scheduling support calls with the Change Champion Network to review questions, issues and concerns from the field.
- Conduct three measurement surveys during the project to assess effectiveness of Change Management activities and user readiness/adoption
- Provide a summary of measurement survey results, along with recommended actions
- Conduct knowledge transfer with the Customer team that will maintain materials and lead Change Management activities after go-live

The Customer will support the OCM approach by:

- Provide a Change Management Lead to partner with the Workday Change Enablement Lead
- Logistical support for Change Management discovery sessions
- Review the results of the Change Impact Analysis
- Secure and provide oversight to facilities/equipment for the Change Management kickoff
- Identifying the appropriate Customer Staff to join the Change Network
- Secure and provide oversight to facilities/equipment for a kickoff session to mobilize the Change Network
- Secure and provide oversight to facilities/equipment regular touchpoints with the Change Network
- Co-facilitate with the OCM Team a monthly touchpoint series with the Change Network to deliver important updates and respond to questions
- Prepare materials to support Change Network activities
- Provide centralized access (via LMS, SharePoint, or other internal site accessible to impacted staff) to the Change Network all deployment support content, including system training videos, Job Aids, and communications specific to the Change Network
- Provide a central email address for the Change Network to send their questions from the field
- Provide resources to monitor the central email address, organize questions, and work with the project team to respond
- Distribute all communications targeted to the Change Network
- During the 8 weeks post deployment, Workday will co-facilitate with the Customer Change Lead by scheduling support calls with the Change Champion Network to review questions, issues and concerns from the field.
- Delivery the three readiness surveys to the end user population and providing the data to OCM Team
- Receive knowledge transfer with the Customer team that will maintain materials and lead Change Management activities after go-live

## 2. COMMUNICATIONS

Workday will provide Professional Services to Customer for the Communications work stream. The Communications team will:

To facilitate an effective implementation, the Workday Communications Team will engage in the following activities:

- Develop Communications Strategy, including the approval and distribution process
- Develop the detailed Communications Plan, including the approval and distribution process
- Identify and manage key messages
- Provide communication services to support the communications strategy including developing templates and toolkits
- Develop and support deployment of communication materials
- Measure effectiveness of communications and make changes to communications plan as needed

The Customer will support the Communications approach by:

- Provide a Communications Lead to partner with the Workday Communications Team
- Provide guidance and insights to support the communications strategy including providing existing effective templates and toolkits
- Support development of communication materials, including review and approval before distribution
- Distribution of communication materials
- Review effectiveness of communications and review/approve recommended changes to communications plan if needed



- Review effectiveness of communications and review/approve changes to communications plan if needed

### 3. TRAINING AND DEVELOPMENT

Workday will provide Professional Services to Customer for the Training work stream. The Training team will:

To facilitate an effective deployment, the Workday Training Team will engage in the following activities:

- Develop the training strategy and approach
- Conduct a training needs assessment:
- Identify all audiences
- Identify learning objectives for each audience
- Develop Training Curriculum
- Develop training materials, including Instructor Led Training (ILT), Video Learning, and Job Aids to support end user training for each audience based on required learning objectives
- Identify needs for training facilities/equipment for effective on-site training
- Design and develop all training materials (ILT, Video Learning, and Job Aids)
- Work with the Communications Team to develop employee training notifications/registrations messages
- Develop & deliver instructor led training sessions to Customer staff per the curriculum and training needs assessment
- Provide support to end users via the post deployment model after implementation
- Assess and measure training effectiveness

The Customer will support the Training approach by:

- Provide a Training Lead to partner with the Workday Training Lead
- Review and approval of the training plan (including development and delivery calendars)
- Review and approval of the training curriculum
- Review and approval of training materials before delivery
- Secure training facilities and necessary support equipment for on-site training
- Print training materials for ILT sessions
- Load all training/ (ILT content, video learning, and Job Aids) into an agreed central location that is accessible to all impacted staff (via LMS, SharePoint, or other internal site.) in advance of training delivery
- Manage Customer Learning Management System, including curriculum assignment and completion information
- Provide support for training facilities and equipment during ILT
- Support training delivery rollout, including management of facilities and status reporting

### 4. GENERAL ASSUMPTIONS FOR OCM

- Policy issues related to OCM need to be identified and evaluated early, along with any recommendations (if applicable) for approaches to resolve, in a written report format to the PM team and Steering Committee to review and evaluate.
- Workday Personnel that are OCM resources are estimated to support Customer's Project for go lives and post implementation support for Workday HCM & Payroll. After post implementation support is complete, the Customer assumes all OCM roles and responsibilities
- If additional scope is requested that impacts OCM staffing, then we will follow the Change Control Process in this SOW.

- The Customer will provide resources for OCM, as referred to in Appendix A Estimated Customer Project Staffing, that will support the OCM Team during readiness for deployment activities, during deployment, and post deployment
- OCM materials will be posted and maintained by the Customer on a central location such as an internal project site and/or the Customer's Learning Management System
- Workday and Customer Communications Teams will jointly develop the Communications Plan
- Workday and Customer Communications Teams will jointly develop project communication materials
- The Customer will deliver project communication materials to designated end users and is responsible for costs associated with distribution
- The Customer will manage and maintain communication distribution lists
- The Customer will post and manage communication content on any Customer or project specific website(s)
- Training will be a joint effort with the Customer; the Customer will provide staff to support Workday trainers during ILT system training to answer policy and procedure type questions.
- The Customer will be responsible for reviewing and approving of training materials before delivery
- The Customer will be responsible for logistics, coordination and oversight for training delivery
- The Customer will be responsible for making available training materials and content to Customer staff through a central location
- Instructor Led Training (ILT) will be delivered by Workday Training Team
- The Customer will provide staff to support Workday trainers during ILT system training to answer Customer policy and procedure questions
- The Customer will be responsible for reviewing and approving of training materials before delivery
- The Customer will be responsible for logistics, coordination and oversight for training delivery
- The Customer will be responsible for making available training materials and content to Customer staff through a central location
- Training delivery for core users will consist of a hybrid of ILT, video learning, and Job Aids
- Training for non-core users will depend on their usage of/interaction with the system and can range from an optional ILT, video learning, Job Aids, project communications, and the use of in system features
- The Workday OCM team will provide system end user training to Customer staff and not Project Team product training (e.g. Workday configuration, etc.). Customer PMO and PMO support team will receive product-specific training, including documentation such as the User Adoption Kit, from Workday and working alongside the Workday Project Team
- Training development activities will include ILTs, video learning, and Job Aids developed in a training tenant
- Training development will leverage the existing out of the box Workday training curriculum. The Training Team will develop Customer-specific content that is not covered by this content
- The Training Team will not create detailed Standard Operating Policies and Procedures.
- The Training Team will not create Workday System User Manuals. Workday documentation is found on the Workday Community website.

## 5. PROJECT CHARTER WORKSHOP ASSUMPTIONS

- During the four-week effort, the Customer will make available department stakeholders for both the interviews and the workshops
- The interviews can be scheduled to take place during the first week of the project
- Prior to the interviews, the Customer will provide guidance on which departments are most critical to the acceptance of the Project Charter and who should be interviewed as a representative of that department

- If all impacted departments need to be interviewed, then to complete interviews within the first week, some interviews will be held in groups of 3-4 people at once
- For those department representatives who are not available during the week of interviews, we can provide a survey with the same set of questions from the interview
- The Customer will facilitate the scheduling of the interviews and location logistics
- The Customer will limit the interviews to the most critical or impacted departments and key representatives from the project and the Executive Steering Committee
- The Customer will limit workshop participants to no more than 25
- The same resources will be available for all three workshops
- The Customer will be able to provide a location large enough to support the workshops

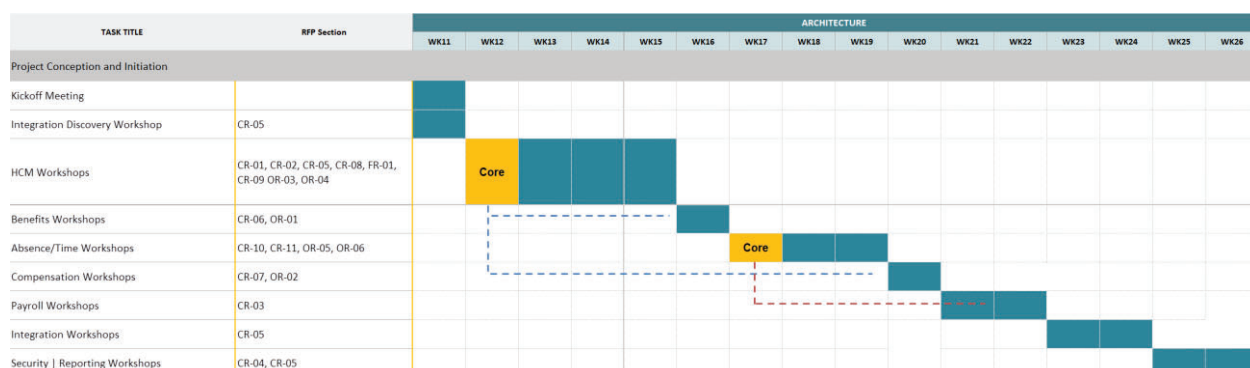
## Appendix C - Estimated Architect Stage Functional and Technical Workshop Schedule

During the Plan stage, the Workday team and the Customer's project team will review the Discovery documents that were created during the Discovery Workshops, Exhibit C-1 – Customer Requirements, and the project scope. The Architect stage focuses on understanding Exhibit C-1 – Customer Requirements and how Workday can be configured to satisfy the business requirements. Workday concepts and functions will be reviewed, and design decisions will be gathered.

The figure below shows the estimated weeks for each of the Design Workshops in the Workday deployment. Workday project team has provided this cross-reference to the RFP response tabs for your convenience. However, the responses include areas that the parties have determined are either not to be implemented at this time or describe mutually exclusive alternatives for configuration. The workshops will be used to further refine the implementation plans for each functional area.

Once the sequence, dates, and agendas for the Design Workshops are confirmed via the Project Plan, the Workday Engagement Manager will work with the Customer's Project Manager to create an updated cross-reference between the functional areas/topics that will be covered in each Design Workshop, and the relevant RFP response tabs. Workday will do this to help the Customer understand when specific functional configurations will be discussed/designed and help the Customer schedule and ensure the proper attendees are present in each session (and that attendees are prepared to discuss the Customer's requirements in each session). The final configuration of the Workday Service will be built using a combination of the delivered baseline configurations and the configuration design decisions actively made during the Design Workshops. The parties understand that Workday, in its proposal in response to the Customer's RFP, specifically identified functionality that is not currently available within the Workday solutions. Workday is not required to provide such functionality and can only provide configurations that are supported by the Workday solutions that the Customer has licensed. In addition, the parties recognize that part of the project involves reviewing and potentially revising the Customer's current business processes and they may decide not to deploy functionality that is available within the Workday solutions. In addition, requirements that are associated with functionality areas that have been identified as out of scope in Appendix A - Section 5.1 will not be included.

Workday Professional Services will design and configure generally available functionality as prioritized by Customer. The final functionality scope will be determined during the Architect Stages of the project, with appropriate consideration given to project timeline, resources and budget.



Additionally, the attachment, Exhibit C-1 – Customer's Requirements, contains the Customer's requirements referred to in the above diagram (Exhibit C). The entries in the "Proposed Section" column of the diagram are labels for the eighteen tables containing these requirements. A label combines two



elements. First is the implementation priority of the requirements as originally defined in the RFP: CR = CORE, OR = OPTIONAL, and FR = FUTURE. Second is the category number; there are eleven CORE tables (CR-01 to CR-11), six OPTIONAL tables (OR-01 to OR-06), and one FUTURE table (FR-01). The CR-05 requirements are addressed in four workshops. The parties recognize that during the extensive discovery process leading up to SOW execution, priorities of the Customer may have changed and are reflected in the SOW which was the output of the Discovery Workshops. Where this is the case, the categorization of requirements as Core, Optional, and Future may be revised by the Customer but will not change the scope of the SOW in the absence of a Change Order. Should the Customer determine a requirement is no longer core, providing that functionality shall not be binding to either party. This Exhibit may include requirements that describe mutually exclusive alternatives for configuration; in the event that two or more requirements are mutually exclusive alternatives for configuration, workshops will be used to refine the implementation plan for each functional area

**Exhibit C – 1: Customer Requirements**

This exhibit, provided to support the diagram cross-reference for the Workday deployment Design Workshops (Exhibit C), contains tables representing eighteen tabs making up the Functional & Technical Requirements section of the Customer's Human Resources & Payroll System Request For Proposals (RFP).

The RFP tabs represented categories of requirements with weighted priorities (in declining priority) of Core (11 tabs; CR-01 to CR-11), Optional (6 tabs; OR-01 to OR-06), and Future (3 tabs; FR-01 to FR-03). However, the parties recognize that during the extensive discovery process leading up to SOW execution, such priorities have likely changed and are not binding on either party. This exhibit includes areas that describe mutually exclusive alternatives for configuration and omits the requirements in tabs FR-02 (Talent Review) and FR-03 (Workforce Planning) because they will not be implemented at this time, in Phase 1.

Table C-1.1 – CR-01 – Employee Info & History - CORE

ID	Requirement
EIH-001	Ability to maintain master tables for categories such as: Job classifications, Number of Authorized Positions by Department and Classification, Bargaining Unit, Benefits (by type and level), Probationary periods, Fair Labor Standards Act (FLSA), Salary history by class, Overtime codes by classification, Bonuses and premium pay, Salary plans (range, step, control points, broad-band brackets, variable entry)
EIH-002	Ability to track job classifications by such fields as Record of job classification code(s), Degree Requirements, Minimum Requirements, Management, Supervisory Level, ADA by Class/ Essential Functions, Medical Codes, Retirement Tier Level, Key Class and Occupational Categories, Class Series (Occupational Series), Class Status (Active, Terminated, etc.), Restrictions on class use (Terminated/Inactive), Effective date of Class, Classification title, Salary range, FLSA status, Workers Compensation code, Diversity Information, Employee type/Bargaining Unit, Maximum work hours per user defined period and all other user defined information,
EIH-003	Ability to perform all self-service functions through mobile devices
EIH-004	Ability to manage the end to end onboarding process including internal notifications
EIH-005	Ability to automatically compute salary increases based upon user-specified criteria such as percentage, dollar amount, step / bracket, job classification, maintenance (e.g., uniforms, shoes, etc.), stipends (e.g., special allowances and reimbursements), premiums (e.g., night shift, bilingual, degree, etc.)
EIH-006	Ability to support changes in employment status related to inactivity for a user-determined amount of time (e.g., no time submission for an active employee)
EIH-007	Ability to establish a standard rounding method (e.g., always round up)
EIH-008	Ability to track the eligibility for and use of a variety of leave statuses such as on vacation, purchased vacation time, sick time, injury, administrative leave, military leave, user definable leaves multiple leaves simultaneously or sequentially
EIH-009	Ability to auto-generate new employee numbers
EIH-010	Ability to maintain legal first name and "also known as" first name with "also known as" first name used as default first name in system.
EIH-011	Ability to track Office Location & Address

### Exhibit C – 1: Customer Requirements

EIH-012	Ability to track Work Place Accommodations
EIH-013	Ability to track and document individual, dept., location, division
EIH-014	Ability to maintain employee data for names, former name, address, phone, emergency contacts, SSN, etc.
EIH-015	Ability to track and maintain personnel action changes for each employee
EIH-016	Ability to track transactions based on the effective date of the action including such examples as multiple changes on the same effective date, job classifications, number of Authorized Positions by Department and Classification , Bargaining Unit, census information, benefits (by type and level), probationary periods, salary history by class, overtime codes by classification, bonuses and premium pay, salary plans (range, step, control points, broad-band brackets, variable entry)
EIH-017	Ability to determine eligibility based on criteria such as salaried/hourly status, labor agreement rules, job class, seniority date(s), salary, budgeted hours
EIH-018	Ability to apply job specific rules per MOU or Admin Code requirements
EIH-019	Ability to maintain employment position and pay history
EIH-020	Ability to apply location-specific rules, per organization policy.
EIH-021	Ability to change authorized hours (e.g., part-time positions)
EIH-022	Ability to transfer an employee across departments without re-entering the entire employee file and generate workflow items as needed.
EIH-023	Ability to track all procedural transactions by type and dates. For example employee salary change, performance report appeals, grievances, status, date of event, final decision/rulings, doctor's release required (Y/N) with comments field, arbitration, workers compensation status, disciplinary actions (paid/unpaid, etc.), future leave approval (e.g., approved, deferred, rejected), status changes
EIH-024	Ability to maintain Employee Type (FT, PT, Casual, Contract, Seasonal, etc.) and history of such
EIH-025	Ability to track Hire Date as well as calculate multiple Seniority / Service Dates based on MOU / Admin Code requirements
EIH-026	Ability to track employee's personal information...Name, Address, City, Zip Code, Phone 1, Phone 2, personal email, marital status, birthdate, banking information,
EIH-027	Ability to track whether the employee is Employed, On Leave or Terminated
EIH-028	Ability to track union yes or no, if yes, a field to specify the union and MOU
EIH-029	Ability to provide integrated tracking of competencies, performance ratings, developmental needs, job readiness, relocation availability
EIH-030	Ability to track employee language abilities by language, level of proficiency, level of bilingual pay
EIH-031	Ability to store retiree job history for a defined period of time
EIH-032	Ability to apply specific rules for employee compensation and withholding, specific to taxation, social security, etc. in coordination with appropriate, different legal entities.
EIH-033	Ability to track Criminal Records Checks, Driver License information and associated expiration date. Also, ability to track any other employment related authorizations.
EIH-034	Ability to track Certificates, Education, Committee Involvement, Project Experience & Skills
EIH-035	Ability to verify license information against state data base



**Exhibit C – 1: Customer Requirements**

EIH-036	Ability to automatically add employee to transfer list when employee requests transfer and is eligible for a move
EIH-037	Ability to automatically notify employees that transfer list has expired or allow employee to request extension for term of list to automatically extend participation
EIH-038	Ability to track employee demographic information
EIH-039	Ability to store documentation with an employee record
EIH-040	Ability to track and audit source of data changes
EIH-041	Ability to make mass changes to employee data based on defined filter(s) (e.g., job classification)
EIH-042	Ability to automatically apply MOU rules to reductions in force (i.e., automated "bumping")
EIH-043	Ability to restrict the ability to view or change data based on security role
EIH-044	Ability to make and reverse change to employee data in real time
EIH-045	Ability to enter data changes with a future effective date
EIH-046	Ability to validate data entry against rules and block entry attempts that do not comply (where possible)
EIH-047	Ability to store multiple user defined fields (e.g., badge number)
EIH-048	Ability to use core employee data to process other HR functions (i.e., no duplicate data entry)
EIH-049	Ability to associate informational alerts with transactions (e.g., notify Benefits when employee moves to Part-time)
EIH-050	Ability to send informational alerts prior to event (e.g., notification of imminent license expiration)
EIH-051	Ability to send forms to employees based on job classification (e.g., conflict of interest)
EIH-052	Ability to initiate hiring supervisor record review prior to transfer
EIH-053	Ability to configure thresholds for activities (e.g., maximum time on military leave)
EIH-054	Ability to send notifications prior to action (e.g., inform of a pending termination)
EIH-055	Ability to display multiple suspensions as separate events
EIH-056	Ability to interface with document management system (e.g., Documentum)
EIH-057	Ability to support multiple benefit accrual rules for leaves based on MOU / Admin Code requirements
EIH-058	Ability for supervisors to submit transaction requests through self-service that are automatically effected in the system once appropriate approvals are received
EIH-059	Ability to route transactions for approvals prior to implementation
EIH-060	Ability to store organizational hierarchy and create organizational charts (functional and actual)
EIH-061	Ability to move employee to a new department or job classification without requiring a termination code from releasing department
EIH-062	Ability to manage the end to end off boarding process including internal notifications
EIH-063	Ability to maintain employee personnel history online beyond the life of the employee, and payroll detail for a defined period of time



### Exhibit C – 1: Customer Requirements

EIH-064	Ability to provide employee separation information as a result of exit interview including reason(s) for separation by user defined fields from a pick list, length of service, length of time in position(s) and department(s), departmental turn-over for employees that transferred to other departments, turnover by budgeted class (including temporary employees), turnover during probationary period (Y/N), supervisor/manager name
EIH-065	Ability to track departmental turnover for employees that transferred to other departments
EIH-066	Ability to freeze and retain sick leave for terminating employee
EIH-067	Ability to support employee termination options (e.g., deferred pension or cash out)
EIH-068	Ability for terminated employees to access self-service for limited transactions (e.g., address change)
EIH-069	Ability to trigger the distribution of an exit interview survey to employee (e.g., email)
EIH-070	Ability to send notification of resignations / terminations to downstream stakeholders (e.g., LACERS, LAFPP, etc.)
EIH-071	Ability to mask data in employee record for confidentiality reasons (e.g.LAPD's sworn and PSR classifications should have the ability to maintain confidentiality for their home address including their family members.)
EIH-072	Ability to track and reports on employees in DROP (Deferred Retirement Option Plan)- LAFD
EIH-073	Ability to track multiple attributes related to employee e.g. equipment, uniforms, gears, assigned to an employee, accident history, disciplinary actions, parking assignments, etc.
EIH-074	Ability to track all City assets assigned to an employee and track recovery of assets at termination or transfer (if appropriate)

Table C-1.2 – CR-02 – Position Control - CORE

ID	
PMC-001	Ability to attach the following to positions: Reports To, Cost Center, Job Title / Classification, Apt Status of EE's position (Normal Incumbent or Acting), FTE, Days of Week and # of hours per day and total hrs per week, position budgeted for, work order, funding breakdown associated with the position.
PMC - 002	Ability to link to Financial Services technology (e.g., PB and FMS) to confirm position budgeting (e.g., ability to validate approval of the position, or whether the position is just approved and not funded. In the City's environment the departments may have more approved positions than funded, and need to make a decision on priority regarding which to fill)
PMC-003	Ability to store Total Rewards elements on the job / position *Salary band and range *Incentive eligibility *Eligibility for perks *Union Status *Benefits eligibility

### Exhibit C – 1: Customer Requirements

PMC-004	Ability to change total rewards elements at the classification level and have all positions associated with the job updated. Note: rewards can either be attached to an entire classification or associated with a single classification based on its unique duties.
PMC-005	Ability to link classifications to tables which will be updated when changes to the table are made based on the effective date of the Table C-1 change (e.g., ensure classifications / jobs link to all appropriate pay grades)
PMC-006	Ability to utilize one unique identifier linked to the same salary structure regardless of location
PMC-007	Ability to view hierarchies and organizational charts within the application
PMC-008	Ability to track Primary & Secondary positions (i.e., both of one individual's positions within the City)
PMC-009	Ability to create job hierarchy to satisfy both HR and Finance (Dual Hierarchy) (Contractual Obligations, Billing, Financial Reporting) and Project Controls (Scope of work to be performed) needs.
PMC-010	Ability to "encumber" (reserve) a position that is not currently filled and does not have available budget (e.g., budget being used for another position or employee is on authorized leave)
PMC-011	Ability to track the history of a position (e.g., former employee(s) in position)
PMC-013	Ability to track filled and vacant positions and run vacancy reports with incumbent information and vacancy date.
PMC-014	Ability to develop and maintain organizational structure in HR system in alignment with authorities
PMC-015	Ability to track Positions including Position #, Description, Type, Status, Start Dates, End Dates, Reason, Incumbent
PMC-016	Ability to create job codes (i.e., unique identifier for a specific City classification) before they are assigned to positions
PMC-017	Ability to assign multiple employees to a single position (job sharing)
PMC-018	Ability to define and report on job types
PMC-019	Ability to view history of positions (including position number and description) held by an employee through the course of employment at the City.
PMC-020	Ability to view / report on temporary personnel (e.g., the Library needs an ability to report on how many substitute personnel are working at a particular branch)
PMC-021	Ability to track and report on staffing at different geographical locations / units (e.g., the Library needs to report on staffing structure at different locations in order to input that data in their readership reports such as the ratio of customers to staff per library)
PMC-022	Ability to include / capture attributes of a position by location (e.g., although each position is filled by a single individual, Position A at one location can be different from Position A at another location for reporting purposes)
PMC-023	Ability to integrate between position control, HR, Payroll, FMS and Budget systems for effective management reporting
PMC-024	Ability to generate and print organization structure/ charts from different perspectives (e.g., departmental hierarchy, budgetary hierarch or temporary position hierarchy)
PMC-025	Ability to capture and report on employee level / position level movements (e.g., movements in and out of departments including reasons why and authority type)

### Exhibit C – 1: Customer Requirements

PMC-026	Ability to model positions without the requirement to allocate the position.
PMC-027	Ability to integrate with budget system / module, and incorporate budgetary changes real-time throughout the year (e.g., new positions approved through council action or substitute authorities or in-lieu of)
PMC-028	Ability to make changes to positions at job classification level and / or departmental level (e.g., apply a certain ruleset to Position X within Department A). Ability to capture department as an attribute to the Position
PMC-029	Ability to fill a position using "in-lieu of", and ability to report on such positions
PMC-030	Ability to track and / or apply bonus at a position level
PMC-031	Ability to assign requirements to the position (e.g., license requirements/ background checks)
PMC-032	Ability to manage positions using substitute authorities (e.g., the Library has substitute authorities / personnel resolution; and position is filled against these authorities) as well as run substitute authority reports
PMC-033	Ability to communicate and track savings goal by department (e.g., departments are required to maintain 4% vacancy to meet the savings goal)
PMC-034	Ability to conduct automated reconciliations between Position Control, HR and Payroll (e.g., department HR supervisors conduct monthly reconciliation between position as per position control, and filled positions per payroll / HR)
PMC-035	Ability to capture, and report on how a certain approved position is funded (e.g.. funded using substitute authority of in-lieu of)
PMC-036	Ability to restrict employee records to available, budgeted positions
PMC-038	Ability to generate and capture comments on efforts and strategy to fill difficult-to-fill positions.
PMC-039	Ability to show hiring / recruiting status of open positions on organization charts
PMC-042	Ability to capture all bonus variation codes per MOU's requirements in the time entry.
PMC-043	Ability for the position authority to expire (including appropriate notifications)
PMC-045	Ability to show hiring / recruiting status of open positions on organization charts
PMC-046	Ability to categorize criticality of position
PMC-047	Ability to run multiple reports specific to position control such as "As-Needed", Leave of Absence, Emergency Appointment, Resolution Authorities
PMC-048	Ability to create positions for hiring based on Departmental Personnel Ordinance authorities(e.g. LAFD firefighters)
PMC-049	Ability to indicate whether a position has been vacated
PMC-050	Ability to keep a position closed until the authority to fill is put in place
PMC-051	Ability to keep a position from automatically being filled when it becomes vacant
PMC-052	Ability to measure different attributes within job hierarchies
PMC-053	Ability to print organization chart without allocating position
PMC-054	Ability to capture employees on loan, internally by program and by division. In addition, the ability to capture loans to other City Depts.

Table C-1.3 – CR-03 – Payroll – CORE

**Exhibit C – 1: Customer Requirements**

ID	Description
PR-001	Ability to process both standard and exception processing as part of the payroll run, including Ability to process employee garnishments [including liens, levies, loans]
PR-002	Ability to manage garnishments using either a dollar amount or countdown to total amount owed
PR-003	Ability to calculate additional garnishment payments based on rule (e.g., deductions from overtime pay)
PR-004	Ability to notify employee of garnishment
PR-005	Ability to split settlement payment between employee and third party
PR-006	Ability to reverse garnish withholdings
PR-007	Ability to track hours submitted per varying submission schedules and submission history
PR-008	Ability to track multiple accruals by employee (e.g., vacation)
PR-009	Ability to adjust accrual rules based on change in employee category (e.g. Civilian to Sworn or vice versa)
PR-010	Ability to maintain payroll summary history life-to-date in a look-up format
PR-011	Ability to compute termination or end of service payout of accrued vacation plus accumulated overtime and other applicable time
PR-012	Ability to calculate and administer multiple versions of employee service time, in accordance with regulations which differ by MOU, classification or other factors
PR-013	Ability to support time banking capability, which combines personal, vacation and sick leave and applies multiple accrual and roll-over calculations driven by multiple criteria (FLSA status, years of service, hours worked, job). Includes capturing requirements that vary by employee groups and the ability to apply different leave accrual calculations
PR-014	Ability to compute and record short-term and long-term incentive compensation (e.g., performance awards, stock options, restricted stock shares and restricted stock units).
PR-015	Ability to configure vacation and compensatory time by MOU, position and multiple other criteria
PR-016	Ability to maintain flexible credits, including (re-) calculation of deductions as employee changes occur
PR-017	Ability to calculate and track an employee's taxable, company-paid benefits and equity incentives as imputed income.
PR-018	Ability to capture a variety of labor time such as regular, overtime, double-time, triple-time as well as other modifiers such as language allowance.
PR-019	Ability to provide hourly or part-time employee business rules that differ from salary employee business rules.
PR-020	Ability to configure Holidays by employee group.
PR-021	Ability to process both standard and exception processing as part of the payroll run, including One-time deductions
PR-022	Ability to process both standard and exception processing as part of the payroll run, including Mid-pay period salary changes with correct pro-rating of "old" and "new" rates
PR-023	Ability to process both standard and exception processing as part of the payroll run, including Retroactive pay rate changes

**Exhibit C – 1: Customer Requirements**

PR-024	Ability to process both standard and exception processing as part of the payroll run, including One-time special check
PR-025	Ability to process both standard and exception processing as part of the payroll run, including Gross-up salaries
PR-026	Ability to process both standard and exception processing as part of the payroll run, including Void, reverse, and replace checks and provide audit trail of these changes
PR-027	Ability to process both standard and exception processing as part of the payroll run, including Adjustments to taxable and non-taxable earnings and payments coming from elsewhere [e.g., relocation payments, non-cash bonuses]
PR-028	Ability to process both standard and exception processing as part of the payroll run, including One-time override of direct deposit election to force issuance of check [e.g., for awards]
PR-029	Ability to process both standard and exception processing as part of the payroll run, including Update of balances/accumulators [leave, taxes, earnings, deductions] for particular purposes
PR-030	Ability to process both standard and exception processing as part of the payroll run, including bi-annual "no deduction" payroll runs
PR-031	Ability to generate direct deposit advice notices and checks
PR-032	Ability to re-print checks
PR-033	Ability to interface to Finance and other systems including automatic feed to Accounts Payable for purposes of generating checks for vendor payments (e.g., union dues, United Way, garnishments)
PR-034	Ability to share common control table values with general ledger for costing of earnings, deductions, benefits and taxes
PR-035	Ability to use bank transaction "tapes" (or transferred files) for reconciliation of accounts, including checks not cashed
PR-036	Ability to generate standard payroll reports covering particular periods of time, including amounts for current period, month-to-date, quarter-to-date, year-to-date
PR-037	Ability for employees to review their own data and, as appropriate, make selective, low-risk changes
PR-038	Ability for managers to review their employee records and, as appropriate, update them
PR-039	Ability for employees to view pay stubs on-line
PR-040	Ability to handle multiple overtime rates
PR-041	Ability to calculate forecasted payroll costs using standard labor costing rates plus internal markups, and then replace (true-up) the standard labor costs with actual payroll costs incurred, as inputs are received via time submission. Includes the ability to integrate with organization Project Controls and Project Accounting & Finance, Billing systems.
PR-042	Ability to apply standard costing to labor at a detailed level using salary rates with internal markups.
PR-043	Ability to automate internal recoveries and posting of such transactions to appropriate areas.
PR-044	Ability to automate the posting of payroll accruals

**Exhibit C – 1: Customer Requirements**

PR-045	Ability to process payroll for an employee who may have overlapping assignments, concurrent with the employee's transfer between paying entities which use different methods/calculations and feature different pay cycles, without adversely impacting the outcome of the pay results (net pay, deductions, tax payments), accounting, or reporting.
PR-046	Ability to automate all aspects of processing 3rd party remittances (deductions from employees, processing, reporting and payments of garnishments, benefits and taxes) in accordance with all rules, across business units, departments, etc..
PR-047	Ability for streamlined, validated labor and payroll data entry, reporting and reconciliation.
PR-048	Ability to process payrolls on demand, outside of the normal processing schedule.
PR-049	Ability to process payroll in one location, and with proper security and controls, but the ability to print checks and statements elsewhere
PR-050	Ability to process EFT returns into single selected bank account
PR-051	Ability to print pay slips with full description of income and deduction items
PR-052	Ability to post employee allowances to the same work orders as payroll and labor
PR-053	Ability to process multiple payrolls, concurrently.
PR-054	Ability to capture all employee data in accordance with and in support of specific payroll requirements.
PR-055	Ability to process auditing and reporting exceptions prior to completion of payroll processing.
PR-056	Ability to allow manual GL corrections or adjustments for payroll and labor without the need for corresponding labor entries
PR-057	Ability to backdate employee payroll/labor
PR-058	Ability to interface payroll system with bank systems for payroll cash distribution.
PR-059	Ability to withhold savings funds and route to the appropriate bank.
PR-060	Ability to split net pay between direct deposit and check
PR-061	Ability to automatically calculate and transfer salary when an employee transfers to a different department/division, as authorized, even mid-pay period
PR-062	Ability to move payroll and related costs from the employing entity to the assigned/work entity.
PR-063	Ability for employees to view and print pay slips, year end tax statements, change bank details, addresses, tax filing status etc., from one portal
PR-064	Ability to capture multiple employee work schedules (bi-weekly, monthly alternate work week) to ensure accurate calculation of pay.
PR-065	Ability to support daily rate employees
PR-066	Ability to show daily rate (pay to employees) based on hours worked
PR-067	Ability to determine bank routing information from a scanned check
PR-068	Ability to print leave accrual rate, remaining leave and leave taken on paycheck stubs.
PR-069	Ability to generate Workers Compensation checks
PR-070	Ability to supplement daily pay with additional disability pay
PR-071	Ability to change cost accounting after payroll has run
PR-072	Ability to split a pay period based on work schedule
PR-073	Ability to stop payment



**Exhibit C – 1: Customer Requirements**

PR-074	Ability to include mileage reimbursement in payroll for remittance to employee and reporting on pay advice
PR-075	Ability to validate wage modifier codes against time submission and MOU rules
PR-076	Ability to ensure employees do not exceed salary range (even when mass increases are processed)
PR-077	Ability to link start / stop of wage modifier to other variables (e.g., license expiration)
PR-078	Ability to move employees between full and part time with their accruals adjusted appropriately based on MOU
PR-079	Ability to view components of retirement contribution calculation for each employee
PR-080	Ability to view whether compensation is pensionable or not pensionable
PR-081	Ability to process catch up withholdings if pay during previous payroll was too low
PR-082	Ability to define priority for withholdings (e.g., use all sick time before using vacation time)
PR-083	Ability to create a check for a beneficiary
PR-084	Ability to automatically change designation to live check for employee death and include notifications in workflow
PR-085	Ability to implement direct deposit in first pay
PR-086	Ability to make emergency changes after payroll cutoff
PR-087	Ability to automatically reduce overpayment, reimburse the appropriate department and reconcile with the Finance system
PR-088	Ability to distinguish between annual and fiscal year for accounting purposes
PR-089	Ability to process settlement payments (e.g., grievance resolution)
PR-090	Ability to adjust accruals based on job changes (e.g., part time to full time)
PR-091	Ability to pay allowances based on MOU rules
PR-092	Ability to apply wage modifiers to time codes (e.g., Bi-lingual skills, dangerous equipment use)
PR-093	Ability to pay allowances as lump sum
PR-094	Ability to specify separate check for specified allowances
PR-095	Ability to transfer an employee during a pay period and have deductions appropriately reflected for time in each position
PR-096	Ability to process retroactive adjustments and account for tax implications in prior years
PR-097	Ability to adjust time retroactively for employees inactive due to Injury on Duty and calculate incremental payouts
PR-098	Ability to restore sick time to the correct accumulator
PR-099	Ability to track overpayments for subsequent recovery (e.g., awaiting employee consent)
PR-100	Ability to process overpayments paid via check and adjust earnings, deductions and taxes
PR-101	Ability to specify deductions for emergency checks (deductions, taxes)
PR-102	Ability to use P-cards as a form of payment
PR-103	Ability to support multiple overtime rates based on MOU
PR-104	Ability to process permanent wage modifiers
PR-105	Ability to start / stop wage modifiers based on criteria (e.g., license expiration)
PR-106	Ability to support department specific project / cost accounting systems

### Exhibit C – 1: Customer Requirements

PR-107	Ability to adjust cost accounting time without impacting pay
PR-108	Ability to print zero balance checks
PR-109	Ability to show custom messaging on pay advices
PR-110	Ability to display all deductions and earnings types on the pay advice (may be multiple pages)
PR-111	Ability to show deduction rules on pay advice
PR-112	Ability to interface data to retirement and pension systems
PR-113	Ability to allocate final payment to deferred compensation
PR-114	Ability to track ACH returns
PR-115	Ability to process deduction files from carriers
PR-116	Ability to show processing rules on panels in the system
PR-117	Ability to show calculations to system users
PR-118	Ability to enforce rules through data / workflow validation
PR-119	Ability to calculate pay and allowances in increments less than one hour
PR-120	Ability to support a catastrophic illness vacation bank
PR-121	Ability to process IOD (Injury on Duty), disability payments
PR-122	Ability to process appropriate accruals for employees on leave status
PR-123	Ability to adjust accumulators based on gaps in service
PR-124	Ability to automate internal processing controls
PR-125	Ability for online, electronic filing of payroll tax returns.
PR-126	Ability to handle hypertax, negative earnings and distribute them to cost objects
PR-127	Ability to provide payroll tax reporting, balancing, form generation and transmission capabilities for both employees and jurisdictions.
PR-128	Ability to maintain tax and Social Security wages data.
PR-129	Ability to provide notifications to taxing entity, regarding regular and variable compensation.
PR-130	Ability to apply location-specific rules for employee compensation and withholding, specific to taxation in coordination with appropriate, different legal entities.
PR-131	Ability to provide tax notifications to the appropriate taxing authority, by employee.
PR-132	Ability to process tax filing based on City requirements
PR-133	Ability to process "special" pay outs (e.g., excess sick, Variable compensation)
PR-134	Ability to process IOD adjustments on an emergency check with automatic IOD rate calculations, to include prior year IOD adjustments too.
PR-135	Ability to separate the basic wage from the VC/HO benefits automatically. I.e., the Building Operating Engineers (0852,0853) have a number of special variation codes used in the payroll System.
PR-136	Ability to change work orders back in history without cost changes.
PR-137	Ability to define reports by a rule based criteria (e.g. specific department, specific job classifications, etc.)
PR-138	Ability for Payroll to show how paper checks and direct deposits counts and volumes for each pay period by department number.



### Exhibit C – 1: Customer Requirements

PR-139	Ability to generate a notification if a bonus is showing duplicate entries (permanent and daily)
PR-140	Ability to generate a notification if an employee has an approved military, family and medical leave.
PR-141	Ability to generate FLSA notifications when not enough hours work to receive overtime.
PR-142	Ability to generate a notification for special payments (Shoe/Boot, Tool Allowances) if employee is listed in two different departments.
PR-143	Ability to deduct remits for IOD and salary over payments with employee's approval
PR-144	Ability to pay out for a deceased employee was active status.
PR-145	Ability to calculate the adjusted rate by MOU if there was a change in the rate previously (COLA).
PR-146	Ability to remove CPTO balance once an employee becomes full time.
PR-147	Ability to list all the deductions on W-2s from the total amount earned.
PR-148	Ability to interface with LACERS and pay sick hours if an employee was eligible to retire by age.
PR-149	Ability to transfer employee CTO balances to new department If the employee transfers mid-pay period.
PR-150	Ability to automate Elected Officials request for salary deductions from salary base (i.e. waive any salary increase,...) with no impact to retirement.
PR-151	Ability to compute Elected Official's pay when term ends in the middle of a pay period based on days vs 80 hours.
PR-152	Ability to compute/pay employee's pro-rated vacation time at end of service payout, if applicable.
PR-153	Ability for employees to stop or re-start printing direct deposit advices
PR-154	Ability to calculate IOD, Worker Comp State rate, Military Pay Rates,... if possible.
PR-155	Ability to generate a payroll certification report & payroll register.
PR-156	Ability to charge end of fiscal year termination payout out of funds in the correct fiscal year based on termination date.
PR-157	Ability to manage CTO balance specifically where employee transferred to different department mid pay-period.
PR-158	Ability to have one department reimburse an employee from another department (e.g., LAWA transit subsidy for non-LAWA City employees)

Table C-1.4 – CR-04 – Security & Access – CORE

ID	Description
SF-061	Ability to restrict views of data based on security and data protection rules.
SF-062	Ability to support standard operator identifiers: User ID, password
SF-063	Ability for security profiles to restrict or allow access to screen, transaction, field, standard/ad hoc report
SF-064	Ability to enforce password changes
SF-065	Ability to bypass the password and use internal authentication (external identity management and active directory)

### Exhibit C – 1: Customer Requirements

SF-066	Ability to generate a Security violations audit trail.
SF-067	Ability to copy security access from one user to another or establish a user profile and assign users to a profile.
SF-068	Ability to add a company designation to multiple users (easily).
SF-069	Ability to support password reset rule set - employee self service capability
SF-070	Ability for single sign on capability
SF-071	Ability to support application control of access to application - driven by user profile
SF-072	Ability to restrict ability to change data based on role based approach
SF-073	Ability to link user id to network id (e.g., linked to Active Directory, etc.).
SF-074	Ability to encrypt data files
SF-075	Ability to display secure information when printed but not on screen
R-021	Ability to report on and by hierarchy and security roles
ITA-165	Ability to use a single user sign-on for all modules with security configured for each module (i.e., user to gain access to the database associated with the application without re-entering the user ID and password). The single sign-on capability shall be compatible with the user's operating system sign-on.
ITA-166	Ability to link the user logon ID to his/her employee number or contractor social security number, as well as to the location or group of locations to which the user is assigned.
ITA-167	Ability to support the use of directory services and authentication mechanisms e.g., Active Directory
ITA-168	The system shall require users to periodically change their password based on a table-driven time parameter.
ITA-169	The system shall be configurable to set a minimum password length (e.g., eight characters).
ITA-170	The system shall be configurable to require passwords to contain numbers, alphanumeric characters, or both as determined by the City.
ITA-171	The system shall be configurable to prevent non-trivial passwords (e.g., repeat characters, keyboard strings).
ITA-172	The system shall be configurable to require non-dictionary-based passwords
ITA-173	The system shall store all passwords encrypted without a means to unencrypt.
ITA-174	The system shall record the date and time the last password change occurred.
ITA-175	The system shall allow an administrator to reset passwords for subsequent change by the user.
ITA-176	The system shall support using tokens and/or passwords for user login.
ITA-177	The system should support biometrics and biometrics plus passwords (e.g., fingerprint scan and fingerprint scan plus password).
ITA-178	The system shall support Transport Layer Security (TLS) encryption between the client browser and the application tier for any or all modules or sub-modules at the discretion of the City.
ITA-179	The system shall provide encryption capability for certain data transmissions that require security protection.
ITA-180	The system shall provide the ability to remotely access the system (i.e., outside the City firewall) using Web browser or other Internet technology, with security access controls

**Exhibit C – 1: Customer Requirements**

ITA-181	The system shall display the last date and time the user logged onto the system at the time of logon.
ITA-182	The system shall allow an administrator to suspend all user access when a user is terminated
ITA-183	The system shall allow suspension of user access based on a table-driven parameter (i.e., employment status).
ITA-184	The system shall time out or suspend users after a period of time of being idle and require the user to re-enter their password before continuing.
ITA-185	The system shall be capable of suspending user access after a City-defined inactivity period (i.e., 90 days).
ITA-186	The system shall allow an administrator to add and modify user security authority/access using online screens with immediate profile update.
ITA-187	The system shall record or capture information about each authorized and/or unauthorized access attempt such as: User ID, workstation, date, time, transaction (menu, screen, file, object), and attempted type of access (read, modify, etc.).
ITA-188	The system shall be configurable to deny user access after a City-defined number of unsuccessful login attempts.
ITA-189	The system shall allow an administrator to review and report on attempted violations by logfile, batch or online.
ITA-190	The system shall allow an administrator to generate online inquiry and batch reports to review access profiles and types given to the users defined to the system.
ITA-191	The system shall record and maintain past security profiles (history of security access for an employee) when changes are made to an employee's security profile.
ITA-191	The system shall assign application access rights across entire suite of applications at a single point of entry.
ITA-192	<p>The system shall control access by level, which will apply to online activities, batch processing, report writer or retrieval software and system utilities, at the following levels:</p> <ul style="list-style-type: none"><li>01) System</li><li>02) Database</li><li>03) Module</li><li>04) Field</li><li>05) Inquiry</li><li>06) Report</li><li>07) Approval</li><li>08) Transaction</li><li>09) Table</li><li>10) Individual</li><li>11) Work Unit</li><li>12) Group</li><li>13) Organization</li><li>14) Department</li><li>15) User Role (e.g., supervisor, data entry, review only) across all functional areas</li><li>16) User Site (i.e., location) across all functional areas <input type="checkbox"/> Position (HR Clerk, HR Manager) across all functional areas</li><li>17) Period</li></ul>

**Exhibit C – 1: Customer Requirements**

ITA-193	The system shall support security profiles which can restrict or allow access by: 1) Employee Level 2) Module 3) Field 4) Record 5) Transaction Type 6) Employee Group 7) Standard Report 8) Ad hoc Report
ITA-194	The system shall provide summarized and detailed reports on user access, usage and audit logs, etc.
ITA-195	The system shall support event and/or audit logging in real time to local and remote systems (SIEM).
ITA-196	The system shall provide an application debugger or audit trace for City-defined transactions. Insert any additional comments related to the above requirements here.

### Exhibit C – 1: Customer Requirements

Table C-1.5 – CR-05 – Technical System Requirements – CORE

ID	Description
SF-001	Ability to support branding and company style sheets
SF-002	Ability to support configuration of presentation panels
SF-003	Ability to supports basic and enhanced search capabilities
SF-004	Ability to support user capability to tailor "screen layout" to their preferences
SF-005	Ability to support use of "smart" forms
SF-006	Ability to support use of Unicode
SF-007	Supports access via internet
SF-008	Ability to support access via City Department(s) intranet
SF-009	Ability to support access via mobile devices (for self-service)
SF-010	Ability to integrate with existing portal or act as employee portal
SF-011	Ability to provide field level edits to ensure validity of the data being entered into the system
SF-012	Ability to edit online user help
SF-013	Ability to support online user help through Chat capability
SF-014	Ability to display for user inquiry the related item preceding and/or following the current item on screen, within the flow of a process (e.g., display previous / display next).
SF-015	Ability for self-service screens to be read with minimal training
SF-016	Ability for managers to customize the view within the MSS portal
SF-017	Ability to customize available portal view based on role and/or individually
SF-018	Ability for managers to view their direct/indirect reports
SF-019	Ability to spell check free-form data entry
SF-020	Ability to check grammar in free-form data entry fields
SF-021	Ability to provide an Executive dashboard summary of HR/Payroll/Financial Information
SF-022	Ability to link screens/functions together to facilitate processes
SF-023	Ability to create routing or distribution lists separate from approvals.
SF-024	Ability to show progress of transactions along the workflow
SF-025	Ability for notifications to include a link to the relevant data
SF-026	Ability to escalate to the next manager up if no action is taken by the manager
SF-027	Ability to send documents electronically based on defined routing lists.
SF-028	Ability to have electronic "approval" fields within the document.
SF-029	Ability to use hierarchies used to control approvals
SF-030	Ability to accommodate workflow approvals (by "role" as opposed to specific individuals) of various processes and documents
SF-031	Ability to capture electronic signatures
SF-032	Ability to create workflow easily
SF-033	Ability to easily modify work flows by end user departments in the event of temporary process changes (with proper security)
SF-034	Ability to support delegation of authority

**Exhibit C – 1: Customer Requirements**

SF-035	Ability to inquire on workflow items that are in-process
SF-036	Ability to allow integration of workflow from other solutions
SF-037	Ability to support automated email notification for specific events and/or intervals
SF-038	Ability to support completion of workflow from email (i.e., click here to approve)
SF-039	Ability to create wordlists and designate favorites
SF-040	Ability to create the workflows with flexible timelines
SF-041	Ability to create system generated notifications/communications for each step/status within the workflow created.
SF-042	Ability to make changes to employee, payroll or financial data without impacting activity in other processes
SF-043	Ability to support matrix hierarchy
SF-044	Ability to support multi-reporting hierarchy (e.g., an employee may report to multiple managers)
SF-045	Ability to provide visual presentation/reporting of organization charts
SF-046	Ability to support modification of and management of organization structure from visual tool.
SF-047	Ability to use organizational hierarchies to control security access.
SF-048	Ability to perform queries on all data fields
SF-049	Ability to run reports for an "as of" an effective date and on a cumulative basis
SF-050	Ability for Query capability to be used with on-screen searching.
SF-051	Ability for Query capability to be used with reports, spreadsheets.
SF-052	Ability to add, rename and/or delete fields or change field lengths.
SF-053	Ability to use third party report generators
SF-054	Ability to provider Printer control: # copies, priority, start-time
SF-055	Ability for User to define formulae in reports.
SF-056	Ability for historical reports, to represent table entries active at that point in time the record was active
SF-057	Ability to schedule Reports to run at any specified time.
SF-058	Ability to support business intelligence / analytics capability
SF-059	Ability to provide an ad hoc reporting tool that will allow end-users to select, sort, and sub-total data from the employee database and print reports or download to spreadsheets.
SF-060	Ability to create employee ID badges with photograph.
SF-076	Ability to report on data changes by field
SF-077	Ability to record transaction date/time.
SF-078	Ability to record and show Before and After values.
SF-079	Ability to record Operator Identification of user making the change (regardless of whether the change is human generated or system generated).
SF-080	Ability to support Sarbanes Oxley compliance and Attestation Standards such as SSAE No. 16
SF-081	Ability to track where the change initiated from (user, self service, PDA, message)
SF-082	Ability to record user-defined Fields in audit trail.

### Exhibit C – 1: Customer Requirements

SF-083	Ability to store ad hoc attachments/presentations such as PowerPoint, pdf's other documents or communications
SF-084	Ability to load an electronic signature
SF-085	Ability to store data elements required by / provided by external applications
SF-086	Ability to store information about assets assigned to employees (e.g., cars, computers, work related monitoring devices, PDAs, mobile phones, badges, etc.)
SF-087	Ability to support service oriented or open architecture principles (to facilitate integration across solution components)
SF-088	Ability to authenticate user ID and password against an Active Directory
SF-089	Ability to access via Windows Explorer
SF-090	Ability to access via Safari (for mobile)
SF-091	Ability to access via Chrome
SF-092	Ability to access via Firefox
SF-093	Ability to access via Edge
SF-094	Ability to access via mobile devices (e.g., IOS and Android)
SF-095	Ability to create specific new fields in the master records to track City specified data
SF-096	Ability to maintain history for selected data elements in the record
SF-097	Ability to provide system performance measurement tools.
SF-098	Ability to support table-driven fields for descriptions that enables user-defined descriptions
SF-099	Ability to provide system performance measurement reporting and ability to generate customized reporting.
SF-100	Ability to support Object Linking and Embedding (OLE) file attachments at defined points in the solution
SF-101	Ability to exchange data with third party applications in a standardized / defined way
SF-102	Ability to use built-in toolsets to develop forms/templates
SF-103	Ability to support click & drag items both on and off forms from an easy view data dictionary, independent of actual database structure
SF-104	Ability to locate items on any location within a form
SF-105	Ability to create multi-part forms with standard Windows controls (e.g., radio buttons, pull-downs, look-ups, calendars, etc.)
SF-106	Ability to support standard paper sizes Letter, Legal, A4, etc. for hard copy output.
SF-107	Ability to provide Integrated development tool(s) support panel, menu, field, record modification/additions.
SF-108	Ability to control which fields are required (must enter).
SF-109	Ability to control which fields are historical in nature.
SF-110	Ability to modify/define field edits/defaults.
SF-111	Ability to create summary screens or views
SF-112	Ability to process global mass updates
SF-113	Ability to un-do mass update
SF-114	Ability to import/export files
SF-115	Ability to provide a common file structure for Import/Export record layout



### Exhibit C – 1: Customer Requirements

SF-116	Ability to provide online system, screen, field level help.
SF-117	Ability to edit Help
SF-118	Ability for system administration to perform required table maintenance
SF-119	Ability to system administration to perform pay calendar maintenance.
SF-120	Ability to upload Postal Code
SF-121	Ability to process bulk transactions (e.g. transfers, moves etc.)
SF-122	Ability to interface with key City or 3rd party applications for one or multiple data inputs and outputs (Please note - details of these applications and interfaces are provided in the "Systems and Interfaces" spreadsheet. Please refer to ones marked as "interfaces")
SF-123	Ability to use Google API
SF-124	Ability to create custom views of data
SF-125	Ability to comply with ADA guidelines
SF-126	ability to create ADA 508-compliant pdf document
ITA-084	Ability to allow for workflow management and approval hierarchies (e.g., approval paths based on item or document to be routed)
ITA-085	Ability to provide automated approval notification
ITA-086	Ability to provide and implement workflow tools that integrate with e-mail for automated notifications (i.e., Gmail, O365, etc.)
ITA-087	Ability to allow designated authorized users to override particular workflow steps
ITA-088	Ability to allow the approver to see only items that need their approval
ITA-089	Ability to delegate or proxy approver rights when primary approver is unavailable (or system administrator indicates that approver is unavailable)
ITA-090	Ability to provide for alerts and escalation capabilities
ITA-091	Ability to create custom workflows based on business rules or related tools. This includes enforcing workflow rules (with task checklists) to ensure that processes are completed correctly
ITA-092	Ability to provide an internal real-time message routing capability for broadcasting information to all or a selected portion of users
ITA-093	Ability to provide data validation rules to ensure data validity Insert any additional comments related to the above requirements here.
ITA-094	Ability to track documents submitted for approval and review with a time/date stamp and user ID
ITA-095	Ability to access and retrieve records from PERKS as well as interface with scanned and stored imaged documents and electronic files held in PERKS.
ITA-096	Ability to provide customizable online documentation such as for context-specific help, search capability, City-specific business process documentation and process maps
ITA-097	Ability to provide field level edit checks for transactions during data entry and provide immediate user feedback, including error messages and possible corrective actions (i.e., warnings when entering existing Social Security Number (SSN)/Employee ID, address, etc.)
ITA-098	Ability to design a preferred sequence to make data-entry columns and fields match the order of information in City source documents
ITA-099	Ability to support administrator-defined input validation for all user input



### Exhibit C – 1: Customer Requirements

ITA-100	Ability to provide graphical productivity tools which allow for the following: 1) Command-driven, 2) Menu-driven, 3) Drop-down lists for selection of valid responses, 4) Icon-based
ITA-101	Ability to support a description of the nature of errors and offer solutions
ITA-102	Ability to allow for the option of auto-fill capability per transaction/field entry throughout all modules
ITA-103	Ability to restrict free form entry (e.g., provide drop-down calendar for date field)
ITA-104	Ability to accept mass data entry from an external source
ITA-105	Ability to provide on-line, interactive help with support for hyperlink technology and industry standard formats (e.g., HTML file formats)
ITA-106	Ability to provide intelligent spell checking of text fields
ITA-107	Ability to provide the user with timely notifications and reports of online data entry problems (e.g., batch out of balance, etc.).
ITA-108	Ability to provide clear error messages to users who encounter usage or technical problems relating to: 1) The exact status of the transaction 2) The options for online help 3) The options for additional help including phone and fax number and a pre-formatted e-mail problem report
ITA-109	Ability to provide complete audit features for all transactions in all modules of the HRP System
ITA-110	Ability to configure the system to accommodate increased or anticipated changes to transaction levels and provide sufficient reporting capacity.
ITA-111	Ability to configure the system (and all related programs, hardware, or software) to retain its performance levels when adding additional users, functions, and data.
ITA-112	Ability for the system (including ODS, data warehouse, and supplemental software) to provide full recovery and system backup capabilities for all online and batch transactions according to City-specified timeframes.
ITA-113	Ability to restore transactions from the database transaction log, especially for the purpose of business continuity for the HRP solution.
ITA-114	Ability for system servers and client software to withstand software crashes and maintain integrity, especially in case of power failures and abrupt shutdowns .
ITA-115	Ability for the system to restart and recovery after system failure with no loss of data or software components .
ITA-116	Ability to identify the existence of program and/or system discrepancies and issue an alert to the appropriate systems operations team .
ITA-117	Ability to limit the types of operations (e.g., read, write, delete, data dictionary modification) that can be performed by individual users on given data or program files .
ITA-118	Ability to configure individual servers by server type (e.g., Web, application, database) if applicable 1) Hot swappable/redundant components 2) Computer Processing Unit (CPU), Random Access Memory (RAM), Hard Disk Drive (HDD), Network Interface Card (NIC) 3) Internal Redundant Array of Inexpensive Disks (RAID) Array (0,1,5,10)

### Exhibit C – 1: Customer Requirements

ITA-119	Ability to provide online access to the current year plus a set number of previous years of all types of data retained in the system, and shall provide archive capabilities thereafter.
ITA-120	Ability to provide online access to data related to multi-year projects from the inception of the project through the end of the project.
ITA-121	Ability to make available an employee's Project information online for a determined number of years after their termination and/or retirement, and the capability to archive the information thereafter.
ITA-122	Ability for the system CPU utilization to not exceed 70% of CPU capacity at any given time.
ITA-123	Ability to execute the average transaction on the server in less than one second, execute most common requests to reach a user in three seconds or less.
ITA-124	Ability for the system to maintain 99.9 percent availability — including with planned maintenance.
ITA-125	Ability for the system to track system uptime and transaction response times in order to demonstrate operation within acceptable levels.
ITA-126	Ability for the system to complete 100 percent of simple, single-screen online inquiry transactions in under one second, during peak usage.
ITA-127	Ability for the system to complete an average of 99% of all online update transactions in under five seconds over any 60-minute period, during peak usage.
ITA-129	Ability for the system to provide all screens, reports and transactions through a Web browser.
ITA-130	Ability for the system shall provide a graphical user interface.
ITA-131	Ability for the system to provide user-defined: 1) Exits 2) Tables 3) Fields 4) Screens 5) Reports 6) Forms 7) Shortcut keys 8) Menus 9) Business Rules and Workflows
ITA-132	Ability to include application and system configuration tables accessible within all modules.
ITA-133	Ability to provide customizable user interfaces, including ability to customize menus and forms, by user.
ITA-134	Ability to be able to integrate with the City's automatic job scheduling (i.e., batch jobs, billing, etc.), BMC Control-M, and automatically notify staff when a job abends, if applicable.
ITA-135	Ability to accommodate background (batch) jobs concurrently with online updates.
ITA-136	Ability to provide data and transaction logic validation through the use of centralized or distributed business rules.

### Exhibit C – 1: Customer Requirements

ITA-137	Ability to provide support for interprocess communication including, but not limited to, the following: 1) Attachment of standard object types in an object library 2) Cut and paste capability from data fields and screens to other applications
ITA-138	Ability to attach imaged documents.
ITA-139	Ability to attach scanned documents to database objects.
ITA-140	Ability to support mass changes to definable groupings of transactions.
ITA-141	Ability to support effective dating for transactions and table updates, including both future and retroactive changes.
ITA-142	Ability to allow users to drill down from a transaction view to the respective and supporting source record view regardless of module source.
ITA-143	Ability to lock database records based on City parameters (e.g., at row level, field level, or at the application level).
ITA-144	Ability to provide graphical data modeling, entity relationship diagram (ERD), data definition and data dictionary components, including but not limited to business definitions and technical definitions for data elements.
ITA-145	Ability to allow for data replication including, but not limited to, copying an instance of any database to other City specified locations (e.g., SAN).
ITA-146	Ability to provide the ability to set up log event triggers to automatically notify administrator when a user-defined database condition or set maximum/minimums are exceeded.
ITA-147	Ability to allow the administrator to track user behavior as well as database utilization.
ITA-148	Ability to provide standard data extraction Application Program Interface (API) to allow import and export of data.
ITA-149	Ability for the system to support mobile, offline users (e.g., small footprint database platform) .
ITA-150	Ability to indicate how many users are logged onto and loads being carried by various instances of the HRP solution database .
ITA-151	Ability to: 1) Use history tracking within the database and logging options (e.g., transaction auditing) . 2) Assure transaction integrity (e.g., rollback, validity checking, referential integrity, other) . 3) Handle record locking (e.g., row, field, other) and record updating/committing.
ITA-152	Ability to encrypt sensitive data.
ITA-153	Ability to copy and/or archive and retrieve data to external storage media based on user-defined selection criteria and times.
ITA-154	Ability to define event triggers with an escalation path to be forwarded to a user-defined communication method, including but not limited to: Cell Phones, E-mail Addresses, System administration tools, etc.
ITA-155	Ability to integrate the implemented HRP solution with industry-standard version control software.

### Exhibit C – 1: Customer Requirements

R-001	Ability to create dashboards that are configurable and provide the ability to filter/drill down based on period, function, department, etc.
R-002	Ability to show dashboard date in real time, displaying progression and/or comparisons (process summaries)
R-003	Ability to filter the reports/dashboards to allow for different views
R-004	Ability to have a detailed list views
R-005	Ability to do period to period comparison reporting
R-006	Ability to print all type of reports/dashboards/queries
R-007	Ability to create KPIs and provide daily, monthly, yearly reporting on the KPIs
R-008	Ability to compare KPI's, month over month, year over year etc.
R-009	Ability to create a comparison reports of direct and indirect reports within function
R-010	Ability to create approval reports for audit purposes
R-011	Ability to create approval reports with date and time stamp
R-012	Ability to schedule reports
R-013	Ability to produce email lists
R-014	Ability to provide configurable reports/dashboard tools based on roles or function
R-015	Ability to generate related Ad hoc reporting by user defined criteria.
R-016	Ability to interface with third party applications for the purpose of consolidated management reporting and dashboards
R-017	Ability to report on all fields in the database, to establish metrics and benchmarks against this data without having to perform a labor intensive exercise
R-018	Ability to create and report all the data elements (all visible and hidden data fields) and export for additional analyses
R-019	Ability to export reports in to various formats such as excel, csv, pdf etc.
R-020	Ability to create/run ad hoc reports/queries
R-022	Ability to save reports and query
R-023	Ability to create reports/dashboards based on a number of data elements based on the business requirements
R-024	Ability to generate standard reports/statements that are legislatively required
R-025	Ability to convert the data in the reports into a graphical view (i.e., bar charts, pie charts etc.)
R-026	Ability to run "what if" scenario reports and forecasts
R-027	Ability to generate reports based on the number of hours worked by substitute employees (part-time and intermittent staff) to ensure employees do not exceed Charter and MOU required limits
ITA-156	Ability to generate charts and graphs based on report data within the system
ITA-157	Ability to Generate reports directly to MS Office, Hypertext Markup Language (HTML) or PDF formats
ITA-158	Ability to provide ad hoc and standard query capabilities (with and without input parameters)

### Exhibit C – 1: *Customer Requirements*

ITA-159	Ability to create and maintain a report distribution mechanism with predefined reports (e.g., monthly reports that are specific by role, organization, and location via portal or Web)
ITA-160	Ability to view previously generated reports by all users or by specific users
ITA-161	Ability to schedule reports to run automatically
ITA-162	Ability to allow print preview of all reports before printing and have print screen and selective page(s) print functionality.
ITA-163	Ability to utilize electronic spreadsheets (i.e., MS-Excel) to download information from the application and upload information into the application
ITA-164	Ability to provide for the following types of custom report writing tools that will use the application established security at the database level, including: 1) User-friendly end-user report creation without requiring technical staff or expertise to create and publish reports within the modules, 2) Graphical report-writer, 3) Reporting from multiple databases

### Exhibit C – 1: Customer Requirements

Table C-1.6 – CR-06 – Benefits Administration – CORE

ID	Description
BA-001	Ability to interface with an external system that supports employee demographic information
BA-002	Ability to interface with a third party administrator to pass employee information and link to third party self-service for benefits transactions
BA-003	Ability to assign benefit plan codes by employee based on their classification and bargaining unit (to identify level of benefits for which each employee qualifies)
BA-004	Ability to manage employee benefit selection/enrollment on-line
BA-005	Ability to process benefit elections which have waiting periods and time limits for enrollment
BA-006	Ability to maintain benefits information for retirees
BA-008	Ability to provide cash payments in lieu of a benefit, based on a variety of variables.
BA-009	Ability to maintain employee and dependent benefit & Beneficiaries information
BA-010	Ability to track employee's coverage and coverage level based on class and bargaining unit
BA-011	Ability to prorate accruals, benefits, and salary for part-time employees
BA-013	Ability to track employee and dependent benefits by date of birth and other user-defined parameters.
BA-014	Ability to process and maintain COBRA benefits including, but not limited to, the generation of letters
BA-015	Ability to support employee self-service for all benefit enrollment and life-event changes via secure internet web access.
BA-016	Ability to identify and process payments that must continue during the leave
BA-017	Ability to accommodate both "positive" and "negative" enrollment processes (i.e., where employee must re-enroll each year or enrollment can continue automatically)
BA-018	Ability to maintain and change dependent information and beneficiary designations
BA-019	Ability to see benefit history per employees
BA-021	Ability to track hours and inform benefits group that employee is eligible for benefits - inform employee that benefits now available
BA-023	Ability to interface out of the box with major carriers - minimal programming
BA-024	Ability to use data (payroll, leave) to determine whether subsidies are required
BA-026	Ability to interface with the union benefit enrollment for data to and from systems
BA-027	Ability to trigger for additional benefits - Age 65, Retirement
BA-029	Ability to store Electronic acknowledgement of benefits (e.g., gym)
BA-030	Ability to support flex plan - third party and payroll
BA-031	Ability to support benefits information for specific groups of employees (e.g., safety eyewear, safety boot allowance)
BA-033	Ability to generate billing notices
BA-034	Ability to track information from carriers regarding payments made

### Exhibit C – 1: Customer Requirements

BA-036	Ability to take the accurate amount of "employer pick-up" for every LACERS Member, through payroll deduction.
BA-036A	Ability to make corrections/adjustments due to, but is not limited to, contributions from retroactive salary increases due to MOU negotiations, settlement agreements with individual employees, back pay, corrections due to timing issues of Membership to LACERS, corrections in Member contributions due to corrections to pensionable salaries, etc. This automatic deduction must be made from manual checks as well as regular payroll.
BA-036B	Ability to generate reports to identify Member underpayments/overpayments of retirement contributions and enable prompt and automated corrections.
BA-036C	Ability to capture and retain documentation for overpayment/underpayment correction efforts to satisfy any internal/ external audits.
BA-037	Ability to identify / characterize each bonus as pensionable or non pensionable in order to accurately determine contributions
BA-038	Ability to identify and record changes to bonuses' categorization with respect to pensions
BA-039	Excess Benefit - Ability to calculate and pay Retirees (based on limits in the benefit plan and allowance for excesses) who exceed the benefit limit imposed by City policies/ charter/ code.
BA-040	Ability to identify employees who became LACERS Members prior to July 1, 1996. These employees are considered "grandfathered." The system should track these grandfathered individuals as no excess benefit limit amount applies to the grandfathered.
BA-041	Ability to store and update the "LACERS Retirement Membership Date"
BA-042	Ability to monitor the pension contribution limit for the different defined benefit (LACERS) plan (e.g. DB, DC) using pre-established methods (e.g. weighted average method). Contributions should be taken up to the limit unless "Grandfathered." Ability to cease the contributions for amounts that go above pre-established limits per pay period.
BA-043	Ability to capture, monitor, and annually revise the IRS compensation and benefit limits
BA-044	Ability to retain complete and historical payroll records of all employees who are or become LACERS Members, even beyond termination of the employee for number of years as required by the City (e.g. LAAC's statutorily required timeline for retirement records and the Departmental Records Retention schedule adopted by City Council. ) Currently all retirement records must be maintained up to Termination of service and beyond by an additional 107 years.
BA-045	Ability to transfer / interface employment records to LACERS in a secure electronic format such as PDF and also allow for data views, download, electronic storage, electronic searches and interfaces within the LACERS environment.
BA-046	Ability to generate a report that tracks employees' ERIP contributions



### Exhibit C – 1: Customer Requirements

BA-047	Ability to generate a report that tracks the true-up amount of the City's employer contribution to LACERS. The City's contribution to LACERS is the estimated covered payroll amount adopted at the beginning of the FY multiplied by the City's contribution rate (calculated by LACERS' actuary). A true-up of the estimated covered payroll versus the actual covered payroll is determined toward the end of the FY, and that difference is adjusted in the next year's City contribution amount.
BA-048	Ability to include workflow based validation during entry of critical employee data e.g. title, step, range, and corresponding salary.
BA-049	Ability to configure/ set-up validation rules during pay run as determined by City Charter/ code e.g.: An employee is not to be paid unless there was compensated time before and after a holiday If hours over 80 are input in one pay period which is not related to overtime Reject a Retired LACERS Member from being rehired in a full-time regular position. (Refer to LAAC Sec. 1164 >>) change of classification in the middle of a pay period. This should be disallowed as it causes one retirement contribution of the whole pay period for each classification Employees who changes social security numbers Search for duplicate social security numbers in the HRP
BA-050	Ability to set-up/ define tiered unique benefit plans (e.g. Tier 1, Tier 2, etc.). Each plan can have specific contribution limits, and terms, etc.
BA-051	Ability to flag and identify set of employees who are eligible for different tiers/ benefit plans as an exception due to pre-defined rules (e.g. employees otherwise only eligible for Tier 1 can also be eligible for Tier 3 if they worked with the City during certain time period)
BA-052	Ability to report on hiring hall employees labor and benefits costs.
BA-053	Ability to generate reports for hiring hall employees based on specific criteria (e.g., MOU, Job class, etc.)
BA-054	Ability to calculate hiring hall benefits based on MOU, Job Class, and Pay Grade
BA-055	Ability to calculate hiring hall benefits and generate payment to appropriate Trustee
BA-056	Ability to produce audit reports (based on specified criteria) for various Trustees
BA-057	Ability to produce external vendor reports (based on specified criteria)
BA-058	Ability to set date when the employee becomes eligible for benefits (e.g. first day of work or first day of paycheck)

Table C-1.7 – CR-07 – Compensation – CORE

ID	
CA-001	Ability to enter, identify and store salary transactions which include multiple components of pay [e.g. 4% increase includes 2% merit and 2% range move]
CA-002	Ability to pull a report of employees who are outside of guidelines (i.e., a list of employee with above or below guideline requirements)



### Exhibit C – 1: Customer Requirements

CA-003	Ability to calculate the employee's new pay rate rounded to the nearest 2nd decimal place
CA-005	Ability to create automatic table-driven pay increases based on days/hours worked and/or time in grade/step
CA-006	Ability to track eligibility for particular compensation mix according to various job attributes (e.g., MOU)
CA-008	Ability to pre-load forecast salaries with future effective dates so as to manage raises coming due and automatically produce electronic notification as salary plan increase dates approach
CA-012	Ability to process salary changes as either a % or flat dollar amount
CA-013	Ability to override an individual or group's salary change %
CA-015	Ability to display Annual earnings of prior year.
CA-016	Ability to calculate employee's new salary after salary increase % or lump sum has been uploaded
CA-019	Ability to display HR comments (text field)
CA-020	Ability to add in comments for an individual employee
CA-021	Ability to fund employee compensation from multiple sources
CA-023	Ability to add/move/delete an employee during the live process
CA-026	Ability to submit a transaction on an employee which results in a compensation change (e.g., step progression)
CA-027	Ability to provide a warning when a manager submits a transaction that does not comply with guidelines and/or MOU rules
CA-028	Ability to make changes to the behind the scenes calculations while the tool is live without causing issues with the recommendations or workflow (e.g., incorrect elements being included in the budget).
CA-033	Ability to deliver the compensation statement including but not limited methods: (1) print, (2) online through tool to employee, (3) E-mail (pdf)
CA-035	Ability to provide a Total Rewards Statement that can be configured by the City of LA. The information should be able to import from an external system or other 3rd party providers. Ideally, this statement will illustrate a consolidated view of an employee's total compensation and benefits.
CA-042	Ability to set up Elected Official's salary as a flat rate based on Municipal Code.
CA-043	Ability to process payroll/ benefits etc. for each MoU per the respective MoU/ City Charter/ Admin Code or City ordinances. Please refer to "MOU Analysis" spreadsheets for detailed analysis of MoUs as on October, 2017

### Exhibit C – 1: Customer Requirements

Table C-1.8 – CR-08 – Employee / Labor Relations – CORE

ID	Description
ER-001	Ability to incorporate internal validation into employee data changes (e.g., Form 41, effective dates)
ER-002	Ability to move employees automatically using union contract rules (bumping)
ER-005	Ability to fund payroll from different sources
ER-006	Ability to validate data entry against MOU requirements
ER-007	Ability to require fields to execute a change (e.g., reason for a bonus)
ER-008	Ability to easily view history for an individual
ER-009	Ability to track grievances
ER-010	Ability to track arbitrations
ER-011	Ability to have role based access to information (e.g., seal grievance)
ER-012	Ability to have role based ability to update information
ER-013	Ability to maintain different dates for actions with different associated workflow
ER-014	Ability to support position control
ER-017	Ability to automate position changes associated with reductions in force (e.g., bumping)
ER-018	Ability to do historical analysis – “as of date”
ER-019	Ability to do sub-analyses based on code within an MOU (e.g., all in Police department that has a bi-lingual bonus)
ER-020	Ability to have discrete codes for specific business requirements

Table C-1.9 – CR-09 – Onboarding &amp; Flex Workforce – CORE

ID	Description
OFW-001	Ability to manage hiring of employees, including initial employee-level setup for personal and job-related data
OFW-003	Ability to track completion of hire/processing activities (e.g., I-9 employment eligibility) using pre-defined procedures
OFW-004	Ability to notify applicant that additional documentation is needed for hire (e.g., degree, INS documentation, certifications, etc.)
OFW-005	Ability to put an eligible applicant on hold until department confirms needed information for hiring (e.g., degree, INS documentation, certifications, etc.)
OFW-007	Ability to integrate data across including but not limited to Performance, Compensation and Recruitment (ATS)
OFW-008	Ability to generate an employee number (or departmental serial number e.g. LAPD) prior to start date
OFW-009	Ability to have the system determine the appropriate salary step based on hire type
OFW-010	Ability to handle gaps in service and adjust impacted accumulators
OFW-012	Ability to create a requisition requesting a temporary worker
OFW-013	Ability to use workflow to obtain approvals for flexible worker

### Exhibit C – 1: Customer Requirements

OFW-014	Ability to send requisition to external agencies (e.g., 3rd party temporary worker agency, hiring hall)
OFW-015	Ability to view / manage the fulfillment of the requisition
OFW-016	Ability to track flexible worker assignment
OFW-017	Ability to track flexible worker hours in real time
OFW-018	Ability to pay flexible workers
OFW-020	Ability to enforce policies regarding length of flexible worker assignment (e.g., require 3 month wait before re-hire)
OFW-022	Ability to track information about volunteers
OFW-023	Ability to maintain a list of "seasonal" hires for future contact
OFW-024	Ability to monitor and/or limit hours worked in a temporary assignment as well as send notifications when limit is approaching
OFW-025	Ability to auto-populate forms with new employee information based on initial personal data set-up (possibly create outbound data feed from Neogov)
OFW-027	Ability to assign mandatory (and recommended) online training to the new employee.
OFW-029	Ability to search payroll system to determine duplicate employee numbers and/or social security numbers/provide error report when duplicate records found
OFW-030	Ability to rescind employee number/ serial number if the employee is a no-show
OFW-031	Ability to hold back the benefits until specified ruleset (e.g. LAPD does not allow benefits until first paycheck is issued)
OFW-032	Ability to override salary step rules for specific departments.
OFW-033	Ability to create different workflows for different departments (e.g. city clerk personnel need to be in Mayor/ council workflow)
OFW-034	Ability to track/comply with FLSA rules for flexible worker hours between City agencies, for employees in more than 1 Department.

Table C-1.10 – CR-10 – Separations & Absences – CORE

ID	Description
EL-001	Ability to track leave by type of leave (e.g., vacation, comp time, administrative, jury duty, sick, military, workers compensation, maternity, personal, family leave, light duty, leave without pay, holiday, etc.), hours accrued, accrual frequency (e.g., monthly, pay period, etc.), automatic adjustments based on length of employee service, carryover balances and accrual limits
EL-002	Ability to set a trigger file for notification for expiration of a type of leave status (e.g., Maternity Leave, expiration of a temporary position, etc.)
EL-003	Ability to trigger required supporting documentation based on type of leave (e.g., Maternity Leave, State Disability Insurance, doctor's notes, etc.)
EL-004	Ability to track concurrent leave status (e.g., maternity leave with sick leave)
EL-005	Ability to track leave used "in lieu" of sick leave
EL-006	Ability to track eligibility and qualifications for leave

### Exhibit C – 1: Customer Requirements

EL-007	Ability to track a pooled leave program (e.g., pool sick, vacation, etc.)
EL-008	Ability to track and accrue sick and vacation hours and floating dates
EL-009	Ability to track emergency appointments
EL-010	Ability to request leave through self-service
EL-011	Ability to split leave pay with different type of leave banks (e.g., employee is on two different leave types simultaneously)
EL-012	Ability to pay State rate disability rather than SDI
EL-013	Ability for employees to use leave instead of sick pay
EL-014	Ability to maintain a 'Catastrophic Illness Pool' for use by employees who have exhausted all other options for paid time off
EL-015	Ability to view disability information for employees transferring from other departments.
EL-016	Ability for employees to supplement disability state rate of with other pay such as vacation.
EL-017	Ability to verify Medical Services clearance is received before returning sworn employee to work.
EL-018	Ability to create a rule set to adjust vacation time and other benefits accrual when an employee is on leave.
EL-019	Ability to create a rule set for employees who are absent without permission or on suspension. (Adjust vacation accrual, anniversary date, etc.)
EL-020	Ability to set up different workflows for employees on leave while on probation.
EL-021	Ability to set up special rule sets for employees on 24 hour shifts.
EL-022	Ability to track permanent work restrictions and status of how employee is being paid - Workers Compensation, Disability or waiting accommodation
EL-023	Ability to report disability or injury through self-service (manager or employee)
EL-024	Ability to calculate disability benefits according to organizational rules
EL-025	Ability to track Illness & Injury Incidents including Claim Status, Hrs per day, Last Day Worked, Waiting Period, First Day Paid, 3rd Party Claim (Y or N), Date claim approved, Date Claim Paid, Date STD expires, RTW Date, 3rd Party Claim re-paid, % of reimbursement, Tracking Comments, Attach documents
EL-026	Ability to calculate the disability rate based on the wage rate or other rules
EL-027	Ability to send notifications regarding a disability / injury re-occurrence
EL-028	Ability to perform validations and send notifications regarding anomalies
EL-030	Ability to restore sick time or vacation time when disability is converted (Ability to calculate overtime)
EL-031	Ability to Import information into IVOS for claims management
EL-032	Ability to track injury type
EL-033	Ability to capture disability status and payment codes
EL-034	Ability to pay disability / Workers Comp / Injury on Duty claims through payroll

### Exhibit C – 1: Customer Requirements

EL-035	Ability to submit disability claims through direct access / self-service
EL-036	Ability to store work restrictions in employee record
EL-037	Ability to create OSHA reporting
EL-038	Ability to manage the end to end off boarding process including internal notifications
EL-039	Ability to maintain employee personnel history online beyond the life of the employee, and payroll detail for a defined period of time
EL-040	Ability to provide employee separation information as a result of exit interview including reason(s) for separation by user defined fields from a pick list, length of service, length of time in position(s) and department(s), departmental turn-over for employees that transferred to other departments, turnover by budgeted class (including temporary employees), turnover during probationary period (Y/N), supervisor/manager name
EL-041	Ability to track departmental turnover for employees that transferred to other departments
EL-042	Ability to freeze and retain sick leave for terminating employee
EL-043	Ability to support employee termination options (e.g., deferred pension or cash out)
EL-044	Ability for terminated employees to access self-service for limited transactions (e.g., address change)
EL-045	Ability to track number of hours used for leave
EL-046	Ability to track number of days used for workers' compensation leave
EL-047	Ability to track remaining number of hours/days for leaves
EL-048	Ability to track more than one leave at a time, such as leave for employee combined with leave for family member
EL-049	Ability to track employees on leave but not using sick time
EL-050	Ability to automatically stop accrual of vacation hours once employee hits hours threshold
EL-051	Ability to adjust vacation for suspensions, including for those employees on a 24-hour schedule
EL-052	Ability to track temporary and permanent work restrictions and accommodations, and to capture employees who have been accommodated when they are reassigned/transferred
EL-053	Ability to manage civilian to sworn hiring and termination from originating department, and conversion of sick time
EL-054	Ability to release employees at any time when transferring from one department to another
EL-055	Ability to process transactions across departments
EL-056	Ability to set up a catastrophic sick bank for employees.
EL-057	Ability to generate a report on accumulated banked time (sick, overtime, vacation...) by employee, dept., mou, job class and by period

Table C-1.11 – CR-11 – Time &amp; Attendance – CORE

ID	
----	--

### Exhibit C – 1: Customer Requirements

TA-002	Ability to capture hours worked, Paid Time Off, absence, vacation, and holiday time, for hourly and salary employees.
TA-003	Ability to support timesheet entry for salaried employees (either positive or exception based)
TA-004	Ability to provide timesheet entries either daily, weekly or according to any frequency or event, depending on departmental requirements.
TA-005	Ability to capture, validate and allocate time against multiple fields within timesheets, including organization cost objects, restricted projects, unpaid work hours, location worked.
TA-006	Ability to restrict new time charges to a work order while still allowing commitments / accounts payable / billing transactions against the work order.
TA-007	Ability for project staff roster validation during time entry process.
TA-008	Ability for multi-dimensional timesheet coding capabilities to capture actual work hours, costs and revenue in alignment with budgets. Must support organization standard coding requirements as well as organization specific and project unique coding requirements
TA-009	Ability to capture contractor (non-employee) time and costs in the system (for accounting purposes).
TA-010	Ability for people with appropriate access to make adjustments to reported time where necessary
TA-011	Ability to configure to require that Managers review and approve timesheets.
TA-016	Ability to capture costs at a line item level during initial timesheet data entry and have this data automatically feed into overtime ERP modules (HR, Payroll, Project systems, Finance, Billing). Should maintain an audit trail of all detail.
TA-015	Ability to provide timesheet functionality in the system which collects information needed for payroll reconciliation and balancing.
TA-017	Ability to show employee attendance, vacation, holidays, personal days, sickness, overtime and absences
TA-018	Ability to connect timesheet approvers and approval roles to organizational role.
TA-020	Ability to capture scheduled and actual start and end time
TA-022	Ability to capture time by work location (State, Locality) for tax purposes
TA-024	Ability to send notifications when time is omitted
TA-025	Ability to capture time across City departments in a single system (multiple schedules, codes, workflow)
TA-026	Ability to record source of time information
TA-027	Ability to track time accumulations and send notifications when thresholds are reached (e.g., no vacation time left)
TA-030	Ability to view employee deployment in real time (i.e., see where people are working / see assignment)
TA-032	Ability to submit time corrections for current and prior pay period
TA-035	Ability to accrue time for specific purposes (e.g., vacation, sick) using different accrual rules
TA-036	Ability to track a wide variety of time types (regular time, Injured on Duty, Floating Holiday, etc.)
TA-038	Ability to track allowable time based on defined rules related to employee entitlement

**Exhibit C – 1: Customer Requirements**

TA-039	Ability to categorize time (e.g., move floating holiday to sick time)
TA-040	Ability to apply wage modifiers to time (e.g., bi-lingual allowance, equipment allowance)
TA-041	Ability to adjust time retroactively
TA-042	Ability to restore time to the correct accumulator
TA-044	Ability to submit reimbursable mileage along with time
TA-046	Ability to future date time submissions
TA-047	Ability to manage multiple work schedules (40 hour week, 9-80s, etc.)
TA-048	Ability to capture time in increments below an hour (e.g., defined number of minutes)
TA-049	Ability to associate time with a funding source
TA-052	Ability to assign wage modifier codes (temporary or permanent) as part of time submission
TA-054	Ability to allocate submission across multiple work orders
TA-055	Ability to filter time codes and display only applicable codes to submitter
TA-056	Ability to capture floating holidays per MOU requirements
TA-059	Ability for employees to pre-select work orders, tasks and subtasks pertaining to their work.
TA-060	Ability to create reusable work list (combination of work order, task and subtask).
TA-061	Ability to enter validated work order, task subtask directly without using work list
TA-065	Ability to print pdf timesheet for those who like to keep paper records.
TA-068	Ability to select appropriate bonus when multiple ones are authorized.
TA-069	Validation of 80 HW-type hour pay period requirement.
TA-070	Validation of whole-hour requirement for certain variation codes (VC, SK, etc.)
TA-071	Validation of whole-day requirement for certain variation codes (e.g. FH.)
TA-072	Validation of half-day requirement for certain variation codes (e.g. PL.)
TA-073	Validation of CTO balances(SK, VC, etc) during time entry.
TA-075	Ability to display of CTO balances



**Exhibit C – 1: Customer Requirements**

TA-076	Ability to request work schedule change.
TA-084	Ability to automatically lock supervised employee timesheets after they are approved.
TA-085	Options to view descriptions of entered Work order, task and subtask in a timesheet of supervised employee.
TA-091	Ability to approve or deny work schedule change requests based on automatic FLSA evaluation.
TA-093	Ability for managers of higher level to assign authority from one supervisor to another
TA-106	Ability to review and approve timesheet correction/adjustment
TA-112	Ability to manage timekeeper authority.
TA-116	Ability to create custom roles for all aspects of time keeping related workflow, e.g. coordinator, supervisor, timekeeper, division manager, payroll clerk, personnel approver, paycheck distribution clerk, project manager, labor report generator, timesheet correction approver, work order requestor and modifier, task/subtask creator and modifier, bonus requestor and approver, etc. and provide easy-to-use user interface to grant relevant authorities to each of them.
TA-117	Ability to grant timekeeper authorities to handle timesheets for defined organizations.
TA-119	Ability to grant supervisor authorities to approve timesheets, approve time-off requests, approve work schedule change, activate/deactivate work orders, create assignments, set assignment priorities, create labor reports for defined organizations.
TA-120	Ability to grant division manager authority to approve bonus requests, approve timesheet corrections for defined organizations.
TA-125	Ability to provide audit trail of all activities on employee profiles, work order file, and signature approvals.
TA-126	Ability to create reusable templates for employees assigned to timekeeper
TA-127	Ability to create validated work list(work orders, task and subtask) for assigned users.
TA-130	Ability to view and edit individual timesheets.
TA-131	Ability to view and edit timesheets for employees as a group.
TA-132	Ability to set default task and subtask for a group of employees
TA-133	Ability to authenticate and encrypt all signatures using one-way encryption technology
TA-134	Ability to attach encrypted signatures to each significant record.
TA-135	Ability to request all CTO items online. Hours requested will be entered into timesheet automatically and supervisors is notified by E-Mail
TA-136	Ability to apply specific payroll hour rules on CTO requests.
TA-137	Ability for supervisor to approve or deny CTO item requests. Employee will receive E-mail notification.
TA-138	Ability to remove all denied requests from employees' timesheets automatically and stored permanently in historical tables.
TA-140	Employees have ability to review, retract or archive previously submitted Blueslip requests
TA-141	Supervisors have ability to withdraw and archive previously approved requests.
TA-142	Applicable FLSA rules as specified by CAO are incorporated into the system as an easy-to-maintain programming module..

**Exhibit C – 1: Customer Requirements**

TA-143	Automatically identify employees who are overtime FLSA exempt and present recommended hours based on work schedule.
TA-144	Interactively warnings to employees who are about to incur FLSA overtime.
TA-145	Automatically calculate and display FLSA overtime hours incurred on employee timesheets.
TA-147	Scheduled job automatically identifies FLSA violations and alerts supervisor and Personnel employees through E-Mail.
TA-148	Departmental and supervisor level FLSA incident audit.
TA-151	Ability to enforce multiple-level, coordinator, division, manager, payroll and Personnel, bonus request and approval workflow.
TA-153	Ability to define hiring hall bonus base rates.
TA-154	Ability to calculate rates of multiple bonuses for single hour.
TA-155	Ability to re-calculate and modify approved hiring hall bonus request due to late change in notification
TA-156	Ability to define and enforce effective length of bonuses.
TA-161	Multiple level management certification of validity of bonuses.
TA-170	Options to choose funding source for overtime payments.
TA-171	Options to approve overtime payment for selected employees.
TA-172	Ability for authorized users to request new work orders and automatically update FMS table real time or through batch job.
TA-173	Ability for authorized users to update existing work order and automatically update FMS table real time or through batch job.
TA-174	Ability for authorized users to request new task or subtask and automatically update FMS tables real time or through batch job.
TA-175	Ability to provide part-time employee work hour monitoring tool to calculate part time employee work hours in the last two service years.
TA-176	Ability to set custom alert threshold so supervisors be warned pending work hour overage to avoid unplanned status change.
TA-183	Ability to display assignments by priority.
TA-185	Ability to calculate overtime automatically based on clock in/out time and work schedules and enter into timesheets.
TA-186	Ability to adjust time calculation automatically based on holiday make-up schedules for 9/80 and 4/10 employees.
TA-189	Ability for supervisor to clock in/out for a crew of employees.
TA-192	Automatically identify employees who are overtime under direct deposit.
TA-193	Ability for payroll to adjust employee direct deposit status.
TA-196	Automatic reporting tools for check distribution clerks to report and manage unclaimed checks
TA-197	Ability for employees to sign electronically for pick-up checks.



### Exhibit C – 1: Customer Requirements

TA-198	Ability for Payroll to manage returned checks.
TA-199	Ability to encapsulate time-entry processing logic into self-contained programming modules and deliver through Web services architecture so any modern external application can be integrated without understanding of City timekeeping and payroll rules.
TA-201	Ability to integrated with Vehicle Management System(VMS) through retrieving data from VMS database and calling timekeeping system programming modules.
TA-203	Ability to provide drill-downable labor Cost Report that allows users to obtain real time or historic labor cost information by Division, Organization, Employee, Timesheet Date, Fiscal Year, Pay Period, Job Class, MOU, Pay Status, Variation Code, Work Order, Task, Subtask, Work Date
TA-206	Ability for users to save labor cost report templates and rerun or modify in a later date.
TA-211	Ability to generate Accountable Mileage Report for Two Pay Period (MOU 5)
TA-212	Ability to generate Actual Mileage Report for Two Pay Period (MOU 19)
TA-214	Ability to generate Employee used FMLA variation code
TA-215	Ability to submit timesheets to PAYSR
TA-217	Ability to create different roles for all aspects of time keeping related workflow, e.g. supervisor, timekeeper, division manager, payroll clerk, personnel approver, paycheck distribution clerk, etc. and provide easy-to-use user interface to grant relevant authorities to each of them.
TA-218	Ability to view and edit individual mileage statements.
TA-219	Ability to submit and edit overtime request for individual
TA-226	Ability to conduct validations based on different rules on submission of timesheets e.g. Validation of half a hour increment requirement for certain MoUs; Validation of worked overtime hour against overtime mileage
TA-255	Ability to track the part time employee's qualifying hours worked which then will transition them into earning permanent CPTO (compensated time off which can be used as vacation time)
TA-257	Ability to support employees who enter no time (e.g., elected officials)
TA-259	Ability to view who last updated or approved time and when
TA-260	Ability to include comments or remarks in time record
TA-261	Ability to display an employee's MOU and FLSA designation (salaried or non-salaried) in the time record



**Exhibit C – 1: *Customer Requirements***

TA-264	Ability for employees to view current pay, job class, work schedule, and time history in time record
--------	--

### Exhibit C – 1: Customer Requirements

Table C-1.12 – OR-01 – Benefits Administration – OPTIONAL

ID	Description
BA-007	Ability to efficiently create Burdens and Benefits report portfolio with employee labor dollar markup and class/contract type details. A capability to bill burdens to different projects/cost centers.
BA-012	Ability to track employee benefits by date of hire
BA-020	Ability to see where employees are opting out of coverage and reason
BA-022	Ability to support automatic workflow based on retirement status changes
BA-025	Ability to support benefits workflow for appropriate disposition related to termination
BA-028	Ability to enroll ahead of start date
BA-032	Ability to send information to 3rd party providers to support Executive physicals
BA-035	Ability to show employees side by side comparisons of benefit choices

Table C-1.13 – OR-02 – Compensation – OPTIONAL

ID	Description
CA-004	Ability to forecast, record and retain multiple components of compensation: base, bonuses, incentives, one-time awards
CA-007	Ability to extract current employee-level pay rate information to worksheets and [after adjustments/updates]upload changes to the system
CA-009	Ability to provide an Executive Review Report with all their direct and indirect reports displaying total budget vs. actuals
CA-010	Ability for to view compensation distributions by leader(s)/hierarchy, location(s), Business Unit(s), Employee Level(s), and/or Cost Centre's with the ability to drill down to individual names.
CA-011	Ability to provide information on date of last compensation increase
CA-014	Ability to show to Managers the compensation information related only to employee directly or indirectly supervised.
CA-017	Ability to include approval workflow for compensation transactions
CA-018	Ability to make equity adjustments.
CA-022	Ability for managers to view only (no edit capabilities) historical compensation data
CA-024	Ability to set the number of levels of approval by process or compensation program
CA-025	Ability to filter or sort the view of supervised employees by various data elements.
CA-029	Ability to show multiple compensation processes/programs under a single manager.
CA-030	Ability to compare employee compensation side by side
CA-031	Ability to generate a different compensation statement for each program; only one compensation statement type for each employee

### Exhibit C – 1: Customer Requirements

CA-032	Ability to generate a Compensation statement based on all components of the plan
CA-034	Ability for a manager to select a narrow a list of employee's who need a statement to be printed or emailed for all their direct and indirect employees
CA-036	Ability to integrate with 3rd party compensation vendors for data/market compensation modeling
CA-037	Ability to analyze and model internal pay structures against market rates and evaluate costing scenarios
CA-038	Ability to implement new pay structures using job evaluations, market data and internal data
CA-039	Ability to perform analysis for pay equity
CA-040	Ability to calculate and display the employee's current comp ratio (Current Salary/Midpoint of their band)
CA-041	Ability to analyze pay competitiveness for several pay structures

Table C-1.14 – OR-03 – Employee/Labor Relations – OPTIONAL

Worksheet	ID	
OR-03- EmployeeLabor Relations-O	ER-003	Ability to model change scenarios / forecasting (e.g., cost of offering additional day of paid time off)
OR-03- EmployeeLabor Relations-O	ER-004	Ability to report on differences between pay grades
OR-03- EmployeeLabor Relations-O	ER-015	Ability to interface with the budget system
OR-03- EmployeeLabor Relations-O	ER-016	Ability to create budget projections based on position
OR-03- EmployeeLabor Relations-O	ER-019	Ability to do sub-analyses based on code within an MOU (e.g., all in Police department that has a bi-lingual bonus)

Table C-1.15 – OR-04 – Onboarding & Flex Workforce – OPTIONAL

ID	Description
OFW-002	Ability to inform all stakeholder departments of new employee and start date
OFW-006	Ability to store external documents associated with the employee as attachments within the HRMS
OFW-011	Ability to reverse new hire record and send notifications for "no-shows"
OFW-019	Ability to send notifications alerting worker and supervisor regarding assignment end date
OFW-021	Ability to notify other groups of flexible worker assignment and anticipated start date (e.g., security)

**Exhibit C – 1: Customer Requirements**

OFW-026	Ability to create customized Welcome pages to introduce the new hire to their team.
---------	---

Table C-1.16 – OR-05 – Separations &amp; Absences – OPTIONAL

ID	Description
EL-029	Ability to send a notification when hours are submitted for employee whose status is Disability or Workers Compensation

Table C-1.17 – OR-06 – Time &amp; Attendance – OPTIONAL

ID	Description
TA-001	Ability for managers to view the employees' schedules and the overall schedule.
TA-012	Ability to configure timesheets which can show actual hours reported versus budgeted hours allowed.
TA-013	Ability to capture clocked time and interface with external time clock systems.
TA-014	Ability to accept time from work management systems that log start and end times
TA-019	Ability to support time exception reporting
TA-021	Ability to send alerts to timekeepers and/or managers (e.g., if employee has missing time or overtime anomalies)
TA-023	Ability to send a notification when certain time codes are used
TA-028	Ability to send schedule notifications to employees (e.g., job assignments)
TA-029	Ability to submit time through mobile devices
TA-031	Ability to validate time submitted against MOU requirements for time and overtime work rules
TA-033	Ability to pre-approve time submissions (e.g., pre-approve overtime requests)
TA-034	Ability to process overtime positive and negative time submissions
TA-037	Ability to pre-populate holiday time in the time record for specified groups of employees
TA-043	Ability to include schedule information and validate time against schedule
TA-045	Ability to submit time by barcode scan
TA-050	Ability to dynamically assign authority for time approvals (e.g., approval may overtime be by hierarchy)
TA-051	Ability to submit time by type of work done
TA-053	Ability to associate bonus codes with time at the hourly level or below
TA-057	Ability to calculate Fiscal Year, Pay Period and Pay Week based on login or targeted date.
TA-058	Ability to enter holidays.
TA-062	Ability to create/edit unlimited numbers of reusable timesheet templates to facilitate time entry



**Exhibit C – 1: Customer Requirements**

TA-063	Option to enable auto-complete work order entry
TA-064	Charge work hours to pre-defined projects with customized English names without having to remember work order, task and subtask.
TA-066	Ability to view and print weekly summary for entire fiscal year.
TA-067	Ability to apply pre-authorized bonus to timesheet automatically when "Bonus Apply" option is selected.
TA-074	Ability to notify supervisor automatically through email when timesheet is signed.
TA-075	Ability to display of CTO balances
TA-076	Ability to request work schedule change.
TA-077	Ability to search an electronic organizational chart for the ease of communication with overtime users
TA-078	Calendar view monthly planner that depicts all day offs and link to affected timesheets.
TA-079	Ability to navigate to timesheets in prior periods/years quickly.
TA-080	At least three weekly automatic E-Mail reminders to alert each user and supervisor of missing or unsigned timesheets.
TA-081	Ability to approve timesheets in batch or individually. Automatic email notification of approval to employees.
TA-082	Ability to notify supervisor automatically through email when supervised employee timesheet is missing or overtime signed.
TA-083	Ability to modify employee timesheet. Automatically remove employee signature when changes are made and E-Mail reason of change to employee.
TA-086	Ability to view details of supervised employee timesheet through links on batch approval page.
TA-087	Ability to conduct "one-click" navigation of detail timesheets of every employee in a group
TA-088	Ability to view/edit supervised employee profile, reset employee password and assign work orders to employees.
TA-089	Ability to set acceptable level of clock in/out time variation for specific employee
TA-090	Ability to change employee work schedules.
TA-092	Ability to delegate authority to approve overtime
TA-094	Ability to initialize prior period timesheet corrections with no time limit.
TA-095	Ability for division managers to review and approve timesheet corrections.
TA-096	Ability to temporarily activate or de-activate work orders.
TA-097	Ability to set default work order for supervised employees for automatic time calculation on mobile devices
TA-098	Ability to view unsigned timesheets of all supervised employees.
TA-099	Ability for upper level manager to drill-down to all levels of supervised employee timesheets.
TA-100	Ability to view and edit individual timesheets and automatic E-Mail notification of reason of change.
TA-101	View and edit timesheets for employees as a group.

**Exhibit C – 1: Customer Requirements**

TA-102	Interactive reports to display missing timesheets and email corrective notification
TA-103	Interactive reports to display unsigned timesheets and email corrective notification
TA-104	Interactive reports to display irregular timesheets and email corrective notification
TA-105	Ability to review and approve bonus requests that require rate calculation.
TA-107	Ability to submit timesheet correction/adjustment in batch
TA-108	Ability to close the pay period and submit all finalized time entries
TA-109	Options to lock/unlock timesheet for pay period closing processing.
TA-110	Interactive reports of submitted/unsubmitted timesheets
TA-111	Options to approve and submit overtime selectively.
TA-113	Ability to send on-demand email reminder of missing or unsigned timesheets.
TA-114	Ability to remove approvals for selected timesheet and notification be sent automatically.
TA-115	Ability to edit time-entry related employee profile.
TA-118	Ability to grant coordinator authorities to request for defined organizations.
TA-121	Ability to grant paycheck distribution clerk authorities to create and maintain check distribution group and printout auditable check distribution worksheets for defined organizations.
TA-122	Ability to grant Personnel department employee authority to manage bonus requests for any organizations.
TA-123	Ability to provide Interactive searchable organizational chart to allow quick view of organization structure.
TA-124	Ability to reorganize reporting structure using the graphical orgchart for authorized users.
TA-128	Ability to pre-load timesheets for selected employees of a group
TA-129	Ability to pre-print timesheets for selected employees of a group.
TA-139	Denied requests are displayed on overtime supervisor and employee screens. Overtime have options to re-approve or re-submit requests.
TA-146	Interactive tools to assist supervisors to evaluate possible future FLSA impact due to schedule change.
TA-149	Ability to define applicable bonus codes
TA-150	Ability to associate class codes to bonus codes.
TA-152	Ability to use automatic emails to facilitate bonus request and approval work flow.
TA-157	Automatic E-Mail notification of bonuses expiration.
TA-158	Automatic and controlled renewal of expiring bonuses.
TA-159	Automatic employee level bonus validation and rendering.
TA-160	Department-wide bonus audit.



### Exhibit C – 1: Customer Requirements

TA-162	Ability to provide graphical calendar view of supervised employee day-off for coverage management
TA-163	Ability for supervisors to create job assignment with location and cost accounting identifiers, assign one or more employees to the job and list it in employees' timesheets automatically.
TA-164	Ability to search all city-own property addresses and embed them with job assignments.
TA-165	Ability to search every address within the boundary of the city and embed it with job assignment.
TA-166	Ability to notify employees through email or text when job is assigned.
TA-167	Ability for supervisors to prioritize job assignments and display on employees' device accordingly .
TA-168	Ability to customize priority settings.
TA-169	Ability to "Command and Control" center for managers to view real-time status of job in progress.
TA-177	Ability to provide reports about the work assignment pattern of part time employees.
TA-178	Ability to clock in / clock out through mobile devices.
TA-179	Ability to adjust clock in/out time automatically based on pre-defined acceptable variation.
TA-180	Ability for supervisor to assign jobs to employee through cellphone
TA-181	Ability to delegate supervisor authority through cellphone.
TA-182	Ability to view assignments on cell phones.
TA-184	Ability to start or stop jobs through cell phones and work hours are automatically entered into timesheet with cost accounting information embedded.
TA-187	Ability for employees to send job information including text and picture from cellphone and to be viewed by supervisors in desktop timesheet application.
TA-188	Ability for customers to provide graphical signature on mobile devices.
TA-190	Ability for supervisor to start and stop job for a group of employees and automatic timesheet entries for all in a group.
TA-191	Automatic calculation of hours for each job and complete timesheet entry.
TA-194	Automatically to generate check distribution forms based on organizational structure.
TA-195	Ability to generate check distribution forms based on work location.
TA-200	Ability to encrypt data transmission for external applications.
TA-202	Ability to integrate with traditional third party systems through batch processing.
TA-204	Ability to provide users to define prospective to highlight desired information.
TA-205	Ability to provide drill-down bonus report to display summarized and detail bonus information.
TA-207	Ability for users to share labor cost report templates with overtime user
TA-208	Options to lock/unlock mileage statement for pay period closing processing.
TA-209	Ability to close the pay period and submit all finalized mileage entries
TA-210	Interactive reports of submitted/unsubmitted mileage statements
TA-213	Ability to generate detailed overtime report

**Exhibit C – 1: Customer Requirements**

TA-216	Ability to remove approvals for selected mileage statement and notification be sent automatically.
TA-220	Ability to view individual missing overtime request
TA-221	Ability to request all CTO items online and supervisors is novertimeified by E-Mail
TA-222	Ability to generate Employee Insurance Expire report
TA-223	Ability to generate Employee Driver License Expire report
TA-225	Ability to define and remove Holidays
TA-227	Ability to create/delete timesheet template
TA-228	Ability to auto insert mileage based on ruleset
TA-229	Ability to view/edit supervised employee profile and assign work orders to employees.
TA-230	Ability to view and/or edit overtime request with submitted, tentative and/or approved status
TA-231	Ability to view posted (paid) overtime
TA-232	Ability to define overtime privileges for subordinate: Eligible for overtime (None, Employee Submit or Supervisor Submit)
TA-233	Ability to define overtime privileges for subordinate: overtime approval right (None, Section or Bureau)
TA-234	Ability to submit overtime request for employees within the department with eligibility to work overtime and auto approve overtime request
TA-235	Ability to view and/or edit subordinate overtime request with submitted, tentative and/or approved status
TA-236	Ability to verify approved overtime hour against the worked overtime hour
TA-237	Ability to define and/or remove holiday
TA-238	Ability to remove delegation between supervisor
TA-239	Ability to create/remove overtime Group
TA-240	Ability to assign FMI Organization Number to overtime Group
TA-241	Ability to defined/edit overtime group's budget
TA-242	Ability to defined the required overtime approval level of an overtime group (1 or 2 level)
TA-243	Ability to defined overtime Group hierarchy
TA-244	Ability to defined if an overtime Group can edit its own and lower overtime group's overtime budget
TA-245	Ability to defined overtime cash
TA-246	Ability to generate overtime cash balance report
TA-247	Ability to generate overtime usage report
TA-248	Ability to process approve overtime base on cash on hand
TA-249	Ability to generate overtime budget remaining report
TA-250	Ability to generate overtime budget transfer report
TA-251	Ability to final approve overtime request
TA-252	Ability to approve declined overtime request



**Exhibit C – 1: Customer Requirements**

TA-253	Ability to validate estimated overtime cost against the group's available budget
TA-254	Ability to track all part time employee hours paid up to their anniversary date and to renew the count every anniversary date.
TA-256	Ability to track 'Pupil Free Day' usage. This varies based on the different MOU's.
TA-258	Ability to provide warnings when groups of employees are approaching a time limit (e.g., intermittent employees, 120 day employees)
TA-262	Ability for salaried employees to enter over 80 hours per pay period for internal tracking but only be paid for 80 hours
TA-263	Ability to send notification of time changes made after internal deadlines
TA-265	Ability to adjust hours to meet number of pay period hours for shifts (e.g., pay for 112 hours per pay period even if shift cuts across pay periods)

### Exhibit C – 1: Customer Requirements

Table C-1.18 – FR-01 – Talent Acquisition – FUTURE

ID	Description
TAR-001	Ability to forecast, develop, and revise staffing plans
TAR-002	Ability to support and create/edit multiple recruitment workflows with different steps/status (e.g., hourly versus salaried, additional approvals required by department, etc.)
TAR-003	Ability to move each candidate in the workflow easily with minimal face to face training for the Hiring Manager, Recruiter or HR Business Partner
TAR-004	Ability to track applicants through the entire recruiting process (e.g., Recruitment, Testing, Selection, Placement / Offer, Transfers, Promotions, Discipline, Relocation)
TAR-005	Ability to configure the landing/home page for departmental branding and color scheme.
TAR-006	Ability to brand the candidate/applicant web pages
TAR-007	Ability to manage activity in the internal and external hiring process, including evaluations, interviews, offers, acceptances, disposition of application (applicant tracking)
TAR-008	Ability to support volume recruitment, using automated forms, streamlined for efficient, rapid processing of hundreds of new employees for benefits enrollment and payroll administration, within the same pay period.
TAR-009	Ability to send ad hoc correspondences to the Hiring Manager
TAR-010	Ability to add activity event comments and attachments with a time and date stamp
TAR-011	Ability to send out a quality survey to the Hiring Manager
TAR-012	Ability to produce email lists
TAR-013	Ability to customize the wording displayed within the recruitment workflow by department
TAR-014	Ability to have different workflow for type of hire (e.g., Certification workflow versus exempt)
TAR-015	Ability to create, edit and save a requisition
TAR-016	Ability to integrate HR core data into the requisition (e.g., job title, locations)
TAR-017	Ability to add in the MOU specified salary / salary range associated with the open position
TAR-018	Ability to copy a requisition and then able to edit/save it with an new requisition number
TAR-019	Ability to generate recruitment features such as opening and closing a position for recruitment, printing and posting job announcement, preparing applicant notification list
TAR-020	Ability to route the completed requisition according to the workflow appropriate for the position (for approval and information)
TAR-021	Ability to display the status of the requisition depending on the workflow
TAR-022	Ability to delegate accountability of the requisitions in process to another user with similar security access for a temporary period of time
TAR-023	Ability to electronically approve any requisition that is stalled in the approval process so it can be moved forward in the recruitment process
TAR-024	Ability to send reminder system generated notifications to users in the approval path that have not taken action

### Exhibit C – 1: Customer Requirements

TAR-025	Ability to escalate the requisition to the next level manager if no action was taken and the reminder notification has been sent
TAR-026	Ability to send a system generated reminder notification to the assigned Recruiter and/or HR Business Partner if there was no action taken after XX number of days of no activity on the requisition
TAR-027	Ability to report on electronic approvals by requisition, user, type of position, date and time of approval
TAR-028	Ability to view in a simple format (i.e., dashboard) all the submitted requisitions and the status (i.e., open, pending approval, interview, reference stage etc.)
TAR-029	Ability to add additional approvers that are not in the specific workflow (i.e., the user can add the Compensation Manager to approve requisition for salary range)
TAR-030	Ability to add activity event comments and attachments with time and date to the requisition (i.e., the user can add a comment that a Recruitment Strategy meeting occurred on May 7 and the hiring manager agreed to use an external recruiting agency)
TAR-031	Ability to interface with third party applicant tracking systems (e.g., NewGov currently used for recruiting by the City of Los Angeles)
TAR-032	Ability to preview the job posting prior to posting to the specified job boards/career sites
TAR-033	Ability to upload/edit/create/save multiple job posting templates anytime based on the business needs
TAR-034	Ability to generate the appropriate job posting template based on the job title/job code selected in the requisition; additionally the user should be able to edit the job posting but does not impact the original job posting template
TAR-035	Ability to post job either internally, externally or both
TAR-036	Ability to report on number of employee views of job posting
TAR-037	Ability to set the posting period for all job postings and separate posting periods internally or externally
TAR-038	Ability to extend the job posting before it expires or closes
TAR-039	Ability to repost a job once it has been expired/closed
TAR-040	Ability to send a system generated reminder notification to the assigned Recruiter and/or HR Business Partner when the job posting is about to close
TAR-041	Ability to provide recruitment marketing/advertising capabilities using social media platforms (i.e., posting job via Twitter, LinkedIn, Yammer, Facebook etc.)
TAR-042	Ability to integrate (i.e., auto post) with external job boards (e.g., Monster, etc.)
TAR-043	Ability to send the job posting to an external Agency/Contractor for fulfillment
TAR-044	Ability to grant external access to the Recruiting module (e.g., to third parties)
TAR-045	Ability to search for potential candidates based (including but not limited to) on the candidate's name, applicant type (i.e., internal), education, experience, skills, competencies etc. to determine if they are qualified for the job posting
TAR-046	Ability to do a keyword or advance search for both Requisitions and Candidates
TAR-047	Ability to track and save different types of candidate searches
TAR-048	Ability to automatically send out system generated or recruiter generated invitations to apply to a position that meets a candidate's qualifications.



### Exhibit C – 1: Customer Requirements

TAR-049	Ability to match a candidate to a job posting without the candidate applying for the job posting
TAR-050	Ability to create pipeline of candidates based on function, skill set, competencies, job title etc.
TAR-051	Ability to purge/archive applicant information for a user defined number of years after the position closing date
TAR-052	Ability to identify the source of the candidate (i.e., referral, internal, job boards etc.)
TAR-053	Ability to pre-populate internal bulletin notifying employee of job opening
TAR-054	Ability to promulgate an eligibility list
TAR-055	Ability to add applicants to eligibility list after it has been promulgated
TAR-056	Ability to provide an expiration date for an eligibility list
TAR-057	Ability to restore an expired eligibility list
TAR-058	Ability for a candidate to create/edit and save a candidate profile and attach resume in an easy way with no training and online support
TAR-059	Ability for a candidate to save the candidate profile without losing any information and come back at it at a later time
TAR-060	Ability for a candidate to build a candidate profile by parsing the resume attached
TAR-061	Ability for a candidate to attach multiple resumes to a single profile
TAR-062	Ability for a candidate to create a candidate profile by transferring the information in a social media profile into a candidate profile
TAR-063	Ability for a candidate to attach any external type of file (i.e., pdf, MS Word etc.) to a profile with an unlimited storage space
TAR-064	Ability for a candidate to apply for job postings or create candidate profiles using a mobile devices (i.e., via a smart phone such as iPhone, BlackBerry or Android or Tablets such as iPads or Playbooks etc.)
TAR-065	Ability to automatically send out a system generated notification to the candidate to confirm their application
TAR-066	Ability to automatically send out a system generated notification to the candidate to advise the status of the job posting
TAR-067	Ability for a candidate to view the status of his/her application
TAR-068	Ability to merge candidate profile duplicates
TAR-069	Ability for a candidate to apply to multiple job postings without creating a new profile for each job postings
TAR-070	Ability for a candidate to withdraw from a job posting at any time
TAR-071	Ability for an automatic system notification to the candidate if there are any changes in the status of the job posting applied to
TAR-072	Ability for employees to sign up for notification of a job about to close
TAR-073	Ability to view the candidate's full application history for internal and external candidates (i.e., which job postings applied, status, etc.)
TAR-074	Ability to retain applicant history for hired candidates
TAR-075	Ability to manage separate workflow for campus recruitment processes
TAR-076	Ability to view / report on the number of qualified applicants



### Exhibit C – 1: Customer Requirements

TAR-077	Ability to rank candidates by each requisition and provide data on the ranking justification
TAR-078	Ability to track applicants through the recruiting process
TAR-079	Ability to track eligible applicants by job classification, SSN, and/or applicant name
TAR-080	Ability to track other information such as veterans status, bilingual status, immigration status and safety sensitive positions
TAR-081	Ability to view status of applicants
TAR-082	Ability to differentiate all types of applicants including but not limited to internal, external, temporary, agency, contractors, etc.
TAR-083	Ability to provide statistics (numbers and percentages) of applicants
TAR-084	Ability to view the record of previous/current employees with “Unsatisfactory Termination” (e.g., dismissed, disciplinary actions) with warning for reason dismissed/terminated
TAR-085	Ability to tag candidates who are not eligible for rehire
TAR-086	Ability to include a warning code to track threatening applicants
TAR-087	Ability to share candidates
TAR-088	Ability to keep private notes about the candidate that are not visible to the candidate
TAR-089	Ability to send system notifications regarding candidates' status changes (e.g., applying for multiple positions and is offered one)
TAR-090	Ability to automatically send out a system generated notification to the candidates who were not invited to move forward to any of the steps on the recruitment process that the job posting has been closed or filled
TAR-091	Ability to send ad hoc correspondences to the candidate
TAR-092	Ability to generate appropriate letters upon applicant disposition and relate to mailing list for distribution via the system
TAR-093	Ability to retain applicants not selected on file for future consideration
TAR-094	Ability to retain all correspondence (email or otherwise) in candidate record.
TAR-095	Ability to remove a candidate from the eligibility list once candidate status changes (offer, hired)
TAR-096	Ability to create Certification list from third party supporting software (e.g., NeoGov)
TAR-097	Ability to invite candidate for further assessments (i.e., personality assessments, skill testing assessments, computer testing assessments etc.)
TAR-098	Ability to integrate with other external vendors for other job assessments (i.e., personality assessments, skill testing assessments, computer testing assessments etc.)
TAR-099	Ability to score, tabulate, and analyze test results (e.g., adverse impact, etc.)
TAR-100	Ability to Schedule/Update/Cancel meetings or interviews with the candidate through integration with calendar system or directly schedule into the calendar system
TAR-101	Ability to schedule applicants for multiple positions and interviews
TAR-102	Ability to create prescreen questions from scratch or from template that is attached to the job posting
TAR-103	Ability to provide a list of behavioral interview questions based on each job
TAR-104	Ability to allow user-defined scoring for candidates
TAR-105	Ability to schedule testing
TAR-106	Ability for candidates to self-schedule interviews or other assessment events

### Exhibit C – 1: Customer Requirements

TAR-107	Ability to support video chat with candidates
TAR-108	Ability to attach other documents to the offer letter
TAR-109	Ability to support multiple offer templates and customize the letter by choosing different paragraphs or wording
TAR-110	Ability to merge fields from the requisition/posting/candidate profile to create the offer letter
TAR-111	Ability to create multiple offer letters to different candidates for the same role at the same time (high volume letters)
TAR-112	Ability to review and accept the offer online and provide electronic signature
TAR-113	Ability to integrate with an external background screening service (i.e., driver extracts, references, criminal and credit checks)
TAR-114	Ability to send and track a 3rd party reference agreement form for electronic agreement
TAR-115	Ability to view / report on the medical exam status of applicants
TAR-116	Ability to link to external solutions that verify right to work (e.g., verify)
TAR-117	Ability to notify relevant groups that candidate / new hire needs processing (e.g., medical exam, fingerprinting)
TAR-118	Ability to encrypt documents
TAR-119	Ability to manage hiring of employees, including initial employee-level setup for personal and job-related data
TAR-120	Ability to inform all stakeholder departments of new employee and start date
TAR-121	Ability to track completion of hire/processing activities (e.g., I-9 employment eligibility) using pre-defined procedures
TAR-122	Ability to notify applicant that additional documentation is needed for hire (e.g., degree, INS documentation, certifications, etc.)
TAR-123	Ability to put an eligible applicant on hold until department confirms needed information for hiring (e.g., degree, INS documentation, certifications, etc.)
TAR-124	Ability to store external documents associated with the employee as attachments within the HRMS
TAR-125	Ability to integrate data across including but not limited to Performance, Compensation and Recruitment (ATS)
TAR-126	Ability to generate an employee number prior to start date
TAR-127	Ability to have the system determine the appropriate salary step based on hire type
TAR-128	Ability to handle gaps in service and adjust impacted accumulators
TAR-129	Ability to reverse new hire record and send notifications for "no-shows"
TAR-130	Ability to create a requisition requesting a temporary worker
TAR-131	Ability to use workflow to obtain approvals for flexible worker
TAR-132	Ability to send requisition to external agencies (e.g., 3rd party temporary worker agency, hiring hall)
TAR-133	Ability to view / manage the fulfillment of the requisition
TAR-134	Ability to track flexible worker assignment
TAR-135	Ability to track flexible worker hours



### Exhibit C – 1: Customer Requirements

TAR-136	Ability to pay flexible workers
TAR-137	Ability to send notifications alerting worker and supervisor regarding assignment end date
TAR-138	Ability to enforce policies regarding length of flexible worker assignment (e.g., require 3 month wait before re-hire)
TAR-139	Ability to notify other groups of flexible worker assignment and anticipated start date (e.g., security)
TAR-140	Ability to track information about volunteers
TAR-141	Ability to maintain a list of "seasonal" hires for future contact
TAR-142	Ability to monitor and/or limit hours worked in a temporary assignment as well as send notifications when limit is approaching
TAR-143	Ability to report on applicant flow by gender and ethnicity with statistics by hire rate, by classification, and by occupational area
TAR-144	Ability to measure the number of days from the time the requisition was received from the time it was posted
TAR-145	Ability to measure the number of active requisitions and vacancies; ability to evaluate the recruitment activity workload, compare activity on YoY basis to effectively manage the recruitment model and resources
TAR-146	Ability to measure the number of requisitions that are on hold status for a valid business requirement
TAR-147	Ability to measure the number of positions that have been filled and ability to evaluate the recruitment workload
TAR-148	Ability to measure the number of requisitions that have been cancelled for a valid business requirement
TAR-149	Ability to measure the number of days the requisitions has been open or aging
TAR-150	Ability to measure the number of days to fill a requisition (i.e., The # of calendars days from the date of the Requisition received and the date when the offer was accepted)
TAR-151	Ability to measure the internal movement within the City (The # of Internal Hires per requisition during a selected period of time)
TAR-152	Ability to measure the number of external hires per requisition including those moving across City departments
TAR-153	Ability to report on the # of calendar days from the date of posting to the date of when the candidates have been presented to the Hiring Manager
TAR-154	Ability to report on the # of calendar days from the date of requisition receive to the date of first interview scheduled for the requisition
TAR-155	Ability to report on the # of candidates presented to the Hiring Manager per requisition during a selected period of time
TAR-156	Ability to report on the # of Face to Face Interviews completed by requisition
TAR-157	Ability to report on the # of calendar days from the date of requisition was received to the date of offer
TAR-158	Ability to report on the # of calendar days from the date of requisition was received to the date of the first day of work

### Exhibit C – 1: Customer Requirements

TAR-159	Ability to report on the breakdown of the all hired candidates and their source of hire in order to measure the value of the recruitment pipelines and evaluate the recruitment strategy
TAR-160	Ability to report on the total # of applicants per requisition and role
TAR-161	Ability to measure and understand all the new recruitment activity, compare recruitment activity on a YoY basis for Workforce Planning and ability to evaluate workload and/ or SLAs
TAR-162	Ability to track the time a Certification is requested to the time the Certification is received
TAR-163	Ability to share report template with other users
TAR-164	Ability to create KPIs and provide daily, monthly, yearly reporting on the KPIs
TAR-165	Ability to compare KPI's, month over month, year over year etc.
TAR-166	Ability to track recruitment/staffing costs, including cost-per-hire
TAR-167	Ability to report on the number of employees in each step of the recruiting process
TAR-168	Ability to report on vacancies by department
TAR-169	Ability to report on eligibility lists
TAR-170	Ability to auto-populate forms with new employee information based on initial personal data set-up (possibly create outbound data feed from Neogov)
TAR-171	Ability to create customized Welcome pages to introduce the new hire to their team.
TAR-172	Ability to assign mandatory (and recommended) online training to the new employee.
TAR-173	Ability for users to complete, read, and/or acknowledge onboarding forms specific to their departments and have them stored within the system.
TAR-174	Ability to search payroll system to determine duplicate employee numbers and/or social security numbers/provide error report when duplicate records found
TAR-175	Ability to rescind employee number/ serial number if the employee is a no-show
TAR-176	Ability to hold back the benefits until specified ruleset (e.g. LAPD does not allow benefits until first paycheck is issued)
TAR-177	Ability to override salary step rules for specific departments.
TAR-178	Ability to create different workflows for different departments (e.g. city clerk personnel need to be in Mayor/ council workflow)
TAR-179	Ability to track/comply with FLSA rules for flexible worker hours between City agencies, for employees in more than 1 Department.
TAR-180	Provide the ability to create or edit an examination template for a class complete with screening questions, supplemental questions, etc.
TAR-181	Allow Employment Services staff to view all applications by exam.
TAR-182	Allow filtering and sorting of applications by numerous methods e.g.: by partial last name, by received date & time, etc.
TAR-183	Allow Central Services staff to print all information required for interview portions of an exam easily.
TAR-184	Allow Examining staff to view/print all Accommodation requests either by exam or in total.

**Exhibit C – 1: Customer Requirements**

TAR-185	Allow staff to view requests entered via the “Notify Card” system and receive confirmation of notification.
TAR-186	Allow staff to obtain detailed statistics of applications received filtered by user supplied dates.
TAR-187	Provide security sufficient to limit viewing of applications to certain staff members. In particular, limit the viewing of Public Safety applications to Public Safety Bureau staff, and limit those staff from seeing regular exam applications.
TAR-188	Ability to transfer information from disqualification letter to candidate correspondence.
TAR-189	Ability to automatically notify candidate if application is incomplete or was not properly submitted.
TAR-190	Ability to send automatic e-mail notification 2-days prior to close of filing to all applicants whose applications were incomplete or saved instead of submitted.
TAR-191	Ability for staff to indicate on the online application notes regarding time lacking in meeting requirement.
TAR-192	Ability for staff to make notations on on-line application.
TAR-193	Ability for an applicant to request accommodations at the time of filing including description of the accommodation needed, and indicator of previous requests.
TAR-194	Ability for an applicant to request military credit at the time of filing.
TAR-195	Ability for user to produce letters to the candidate, as they are reviewing/approving applications. Ability to save the text of the letter in the applicant’s record.
TAR-196	Ability to customize the recruitment sources available for applicants to choose from, for each class.
TAR-197	Ability to display the number of seniority points that was awarded to each application a person has filed.
TAR-198	Ability to enter extensive notes about an application
TAR-199	Ability to enter multiple special requirements for a particular application that may be used for either selective certification or for scheduling.
TAR-200	Ability to later view and report on whether accommodations or military credit were requested at the time of application.
TAR-201	Ability to maintain a history of accommodations requested including the test type, limitations, request type, type of accommodation provided, percent of additional time provided, request status, and comments.
TAR-202	Ability to maintain and view a history of each time the person’s application status changed.
TAR-203	Ability to maintain basic application information, such as apply date, recruitment event, recruitment source.
TAR-204	Ability to manually enter the candidate’s rater scores for interviews and other rater-scored tests.
TAR-205	Ability to manually record the candidate’s schedule date for a particular test.
TAR-206	Ability to record and view all correspondence sent to a person regarding a particular application, including correspondence type, date sent, response date, correspondence cancelled, and comments.
TAR-207	Ability to record multiple recruitment sources for one person.



### Exhibit C – 1: Customer Requirements

TAR-208	Ability to record the date and person who reviewed/approved the application status change.
TAR-209	Ability to record the person's availability date, and the date they filed their availability form.
TAR-210	Ability to record the person's availability to departments, shifts, locations, and job types.
TAR-211	Ability to record the person's current application status.
TAR-212	Ability to search for a particular application by name or SSN
TAR-213	Ability to search for applications by class code or class title
TAR-214	Ability to search for applications by exam
TAR-215	Ability to track candidates who have filed a verification of work experience form.
TAR-216	Ability to track contacts made with candidates, including contact date, contact type, contact group, issue type, City action, candidate action, candidate due date, contact status, follow-up date, user ID, modified date.
TAR-217	Ability to record information on the background test including background date, status date, result, expire date, type of background (full vs. preliminary), comments, background standards used to disqualify the person, extensive notes.
TAR-218	Ability to disqualify candidates from a particular eligible list.
TAR-219	Ability to indicate if the person has been required to submit additional information in order to meet the bulletin requirements.
TAR-220	Ability for Personnel Department staff to post dispositions, and when needed, over-ride the dispositions entered by other departments.
TAR-221	Ability to allow authorized users in other Departments to generate "What-if" Certifications.
TAR-222	Ability to automatically apply the City's certification rule as a default. (Must supply at least three whole scores, and at least five more names than the number of vacancies).
TAR-223	Ability to automatically apply the order of certification (Department Reserve, Promotional, General Reserve, Open) and to randomly place names within the same score-band without user intervention.
TAR-224	Ability to automatically check certifications to ensure that appointments are made within the certification rules.
TAR-225	Ability to automatically prevent certification until the person's availability date.
TAR-226	Ability to withhold candidates from a particular eligible list for an indefinite period of time.
TAR-227	Ability to block certifications from a particular eligible list for an indefinite period of time, when an eligible list has been established in error.
TAR-228	Ability to cancel a certification.
TAR-229	Ability to certify based on the candidate's preferences for shifts, locations, departments, and job types.
TAR-230	Ability to certify the Open list ahead of the Promotional list when approved. Certification order becomes Open candidates within the score range specified by the user, Promotional candidates within the score range specified by the user, General Reserve candidates. Military credit is subtracted for Open ahead of Promotional certifications.
TAR-231	Ability to combine multiple positions for one department on one certification, and certify for "various" shifts and locations.



### Exhibit C – 1: Customer Requirements

TAR-232	Ability to ensure that appointments are not made more than 120 days from the date the certification started.
TAR-233	Ability to enter a future date when a candidate on an eligible list is expected to meet the experience requirements. Once that date has passed, the candidate will automatically be eligible for future certifications from that list.
TAR-234	Ability to enter free-form messages to be included on the candidate's certification notices.
TAR-235	Ability to enter free-form messages to be included on the certification list that is sent to/viewed by the hiring department.
TAR-236	Ability to generate a certification that includes eligible from more than one class. Used for class split/consolidation situations.
TAR-237	Ability to generate additional names certifications. After the hiring department enters the dispositions, they may request more names to consider if fewer than the number of candidates available made themselves available.
TAR-238	Ability to generate bilingual certifications.
TAR-239	Ability to generate supplemental certifications to add candidates who were left off the original certification due to error.
TAR-240	Ability to view on the list candidates' standing – original, additional, supplemental, or restoration as well as subject to background or subject to medical
TAR-241	Ability to limit the certifications to fewer than three whole scores, but only when the number of names provided will be at least five more than the number of vacancies.
TAR-242	Ability to modify referral score (score on eligible list for police officers) over time, and maintain a history of all changes. Ability for the system to apply the correct referral score that was in affect at the time the candidate tested. Ability to maintain a different referral score for each police consent decree group.
TAR-243	Ability to prevent certification of the Open list ahead of the Promotional list if any Departmental Reserves exist for that Department and Class.
TAR-244	Ability to print/display standard instructions on a certification notice.
TAR-245	Ability to produce a Master Certification List that includes all persons who are eligible, regardless of the person's stated availability.
TAR-246	Ability to provide more than the number of whole scores that are required on a certification, when requested by the user. Ability to include a notice on the certification, and on the certification notice indicating which candidates are above the minimum number.
TAR-247	Ability to provide selective certifications.
TAR-248	Ability to reinstate person to the list, upon request, after removal for failure to report/decline. Ability to restart the count.
TAR-249	Ability to remove candidates from eligibility to future certifications when they fail to report of decline certification three or more times (unless the candidate has already been removed because of appointment, etc.). To send notices to the candidates regarding their removal from the list. This applies to Open candidates only, and not for certifications to "various" locations or shifts.
TAR-250	Ability to re-print or re-send a Certification Notice to a particular candidate.

### Exhibit C – 1: Customer Requirements

TAR-251	Ability to select from a list of standardized messages to be included on the candidate's certification notices.
TAR-252	Ability to select from a list of standardized messages to be included on the certification list that is sent to/viewed by the hiring department.
TAR-253	Ability to view or print certification lists
TAR-254	Ability to view or print certification notices for all, or for selected candidates.
TAR-255	Ability to withhold candidates from certification to certain departments (normally used for restorations). Ability to enter a withhold start and end date for each application.
TAR-256	When posting dispositions, the ability to specify a default value for dispositions left blank by the user. For example, users can choose whether to set the default as "Available" or "Failed to Report".
TAR-257	Ability to indicate which classes are "priority" classes. "Priority" is defined as those classes that should have an eligible list at all times.
TAR-258	Ability for authorized staff in other departments to request certifications, track the workflow process of requests throughout the approval process, receive and view their certifications online, and post dispositions.
TAR-259	Ability to generate a standard certification, based on the data on the request supplied by the hiring department. That is, the ability to generate the certification without re-entering the criteria provided for department, class, job type, shift, location, request ID, request date, number of vacancies requested, and Certification type.
TAR-260	Allow operating department HR staff to request a certification for any job class.
TAR-261	Allow operating department HR staff to track progress of their request through the department review process.
TAR-262	Allow operating department HR staff to cancel a request prior to generating Certification/referral list.
TAR-263	Allow operating department HR staff to request "additional names" be added to an existing request within the first 59 days of the Certification/referral list.
TAR-264	Allow operating department HR staff to add additional positions to an existing request, the resulting list would be updated to add extra names if necessary.
TAR-265	Allow Personnel HR staff to review and approve/disapprove requests at any stage including requests for additional names and added vacancies.
TAR-266	Provide a basic "workflow" for the Certification Request process that allows users in the various Personnel divisions to pass along a request as required. Or, if rejecting a request, to provide feedback to the operating department staff concerning the disapproval reason.
TAR-267	Allow operating department HR staff to fix and resubmit disapproved requests.
TAR-268	Allow operating department HR staff to enter certification disposition information for each candidate provided on a Certification/referral list
TAR-269	Allow Personnel HR staff to review and approve/disapprove disposition information for each candidate provided on a Certification/referral list. If rejecting dispositions, ability to provide feedback to the operating department staff concerning the disapproval reason.
TAR-270	Allow operating department HR staff to fix and resubmit disapproved dispositions.
TAR-271	Provide automatic reminder e-mails to operating department HR staff when a request approaches the end of validity without disposition entry.

**Exhibit C – 1: Customer Requirements**

TAR-272	Ability to automatically update rank information on the eligible list when persons are added, removed, including status changes.
TAR-273	Ability to extend an eligible list multiple times, and maintain a history of the date that each extension was approved, and the length of the extension.
TAR-274	Ability to generate separate eligible lists for “open” and “promotional” candidates.
TAR-275	Ability to maintain rank information on each person on an eligible list, including: rank, number of persons in same rank, and number of persons in higher ranks.
TAR-276	Ability to record a history of background checks for each eligible list, including the final general average through which background was cleared, the date cleared, and the staff member processing the clearance.
TAR-277	Ability to reinstate person to an existing eligible list.
TAR-278	For exams other than entry-level police/fire, the ability to have all candidates expire on the same date, which is determined as follows: Promotional lists are always two years from the list establish date. Open lists vary from six months to two years. The users set the length when they create the exam.
TAR-279	Provide the ability to create, store and edit a ‘profile’ consisting of, at a minimum, name, address, social security number, telephone number, e-mail address. And optionally Drivers’ license, birth date, gender, and ethnicity while maintaining a permanent record of applications already submitted.
TAR-280	Allow user to select their filing status for each examination applied for. If candidate selects a Promotional status, verify that candidate meets promotional filing criteria.
TAR-281	Require candidate to answer all screening questions created in the App Review application.
TAR-282	Depending upon the answers to the screening questions, provide the candidate with immediate feedback concerning their eligibility for the examination. Failure feedback must take account of candidate’s employment status and provide appeal information only to City employees.
TAR-283	If screening questions are passed, provide candidate with the ability to either use their stored work history and educational profiles, or to modify the profile specifically for this job class.
TAR-284	Provide a printable copy of the completed application for the candidate to review and/or print prior to final submission.
TAR-285	Upon final submittal of the application, provide the candidate with an affirmative response and a confirmation number.
TAR-286	Allow candidate to view all previously submitted applications.
TAR-287	Ability to establish required fields on the on-line application.
TAR-288	Ability to automatically notify candidates that they will receive confirmation number when application is submitted and accepted.
TAR-289	Ability to allow candidates to view status of their application previously submitted.
TAR-290	Ability to combine applicants from multiple continuous administrations into one group for testing, scoring, notification, and eligible list purposes.
TAR-291	Ability to correct the multiple-choice key without requiring re-scanning.
TAR-292	Ability to define an exam as “continuous” or “regular”.

### Exhibit C – 1: Customer Requirements

TAR-293	Ability to determine the number of candidates who have applied as of a certain date or time, and break one exam into multiple administrations based on the number of candidates who can be accommodated. Ability to process these candidates as a group through the production of the eligible list.
TAR-294	Ability to easily determine the candidates who lapsed a particular test.
TAR-295	Ability to easily move an individual candidate from one administration of an exam to another.
TAR-296	Ability to indicate the number of points that a candidate receives for a particular answer (either positive or negative).
TAR-297	Ability to maintain extensive notes about an exam including particular test forms utilized.
TAR-298	Ability to maintain information about each exam, including class, administration type, exam type, testing methods, bulletin date, administration open and close dates, first test held date, special exam type, analyst name, and exam status.
TAR-299	Ability to maintain minimum and maximum age requirements.
TAR-300	Ability to modify the exam, including the tests and the number of raters, during the exam process, and automatically re-compute the candidate's test scores.
TAR-301	Ability to modify the order in which tests within an exam will be held, at any time.
TAR-302	Ability to record the Bulletin Date, Administration Open and Administration Close dates for each exam.
TAR-303	Ability to use one test booklet for tests that are shared by more than one exam.
TAR-304	Ability to view all exams that have utilized a particular test
TAR-305	Ability to easily sort data displays based on any column, for example, to re-sort a list of all certifications a person is on, based on department, or class, or date.
TAR-306	Ability to easily specify values for drop-down lists.
TAR-307	Ability to easily view a list of all certifications that a person is on, for all classes.
TAR-308	Ability to easily view a list of all eligible lists that that a person is on, including their establish date, final general average, military points, expiration date, list status, rank, number in rank, number in higher ranks.
TAR-309	Ability to easily view all applications that a person has filed.
TAR-310	Allow previously registered user to recover a forgotten password.
TAR-311	Ability for Personnel Department IT staff to access all data using web services for reporting purposes, or to export data into other departmental applications.
TAR-312	Ability to conduct all system processes online, with no need for overnight batch processes.
TAR-313	Ability to conduct mass data changes when users modify their process. For example, for Firefighter, when the eligibility period changed from 18 months to 2 years, we were able to retroactively change the expire date on the eligible list, and on the interview test for all candidates.
TAR-314	Ability to create a file to export data to another system. Ability to specify selection criteria and columns to be included in the file.

### Exhibit C – 1: Customer Requirements

TAR-315	Ability to develop a conversion routine that will allow exams started in CAPS to be processed in CAPS until the eligible list is established. Then the data will be exported to the new system. This process may occur multiple times over a period of approximately one year. (For classes other than entry-level police/fire)
TAR-316	Ability to develop a conversion routine that will convert all existing eligible lists that exist at the time of implementation to the new system. (For classes other than entry-level police/fire)
TAR-317	Ability to interface with the system used to maintain our medical and psychological schedules (OHM). The interface would include the following features: Ability to send a file to OHM listing all candidates who were added to the eligible list that day. Ability to receive schedule dates and results for pre-employment medical and psychological tests from OHM.
TAR-318	Ability to schedule reports and export jobs to run automatically on a regular schedule, or as a one-time event if needed.
TAR-319	Ability to provide an audit trail tracking all changes made in the system, including the date/time of the change, and the user ID of the person making the change. Ability to obtain reports from the audit trail as needed.
TAR-320	Based on previous discussions, the ability to calculate seniority based on an employee's work history is not included in NeoGov. Therefore, another system will be used to calculate the number of seniority points. For purposes of this discussion, we will assume that CAPS II will be used. The interface would include the following features: The ability for the user to request which candidates they wish to calculate seniority for. The options would be all candidates in an exam, all candidates in an exam with an approved status, all candidates in an exam who took a particular test, or all candidates in an exam who passed a particular test. NeoGov would create a file of the SSN's for that group of candidates to send to CAPS II. CAPS II will calculate the number of seniority points using work history obtained from PaySR/EWH. After processing by CAPS II, the number of seniority points for that group of candidates, would be sent to NeoGov.
TAR-321	Provide a listing of all job classes currently open for filing. List should be categorized by job classes that are open for all candidates, and job classes open only to current City employees.
TAR-322	Provide candidate with a detailed description of the job class desired upon selection of the class from the above list.
TAR-323	Allow candidate to switch directly to an Employment Application from the detailed bulletin screen.
TAR-324	Color code the banner portion of the bulletin according to the filing status of the job class; OPEN, PROMOTIONAL, or OPEN/PROMOTIONAL.
TAR-325	Provide Admin user the ability to fully customize the wording of each job class bulletin.
TAR-326	Provide Admin user the ability to use 'standard' notes for inclusion on a job bulletin in the Notes section without requiring retyping of the note.
TAR-327	Provide Admin user with the ability of retrieving an exam that has expired for the purpose of editing/reusing in a current administration.
TAR-328	Provide Admin user with the ability of identifying an examination bulletin by filing status including; OPEN, PROMOTIONAL, OPEN/PROMOTIONAL, SPECIAL, EXEMPT, and EXECUTIVE.

**Exhibit C – 1: Customer Requirements**

TAR-329	Ability to enter Language Skills for a person including: language, level, status, and test date (optional). Person may have skills in more than one language.
TAR-330	Ability to record information on the medical and psychological tests, including medical test date, status date, result, expire date, doctor, comments, medical conditions, and extensive notes.
TAR-331	Ability to add the DD214 information at any time throughout the exam process, or throughout the life of the eligible list, and have the system automatically apply the military credit to the person's final general average.
TAR-332	Ability to automatically add 5 points of military credit to the final general average of candidates on Open eligible lists, if their test date for the first weighted test in the exam falls between the Service Start Date and the Military Credit Expiration Date, and their final general average before applying military credit is at least 69.5.
TAR-333	Ability to automatically determine the expiration date of military credit based on the Qualifying Reason. Depending on the reason, the expiration date will either be 5 years from the service end date, or will never expire.
TAR-334	Ability to extend a person's eligibility on a list once they return from active military duty.
TAR-335	Ability to maintain DD214 information, including Qualifying Reason, Service Start Date, Service End Date, Approved Date, Approved By, and Expiration Date.
TAR-336	Ability to maintain multiple DD214 records for one person (person may enter and leave the military more than once over time).
TAR-337	Ability to temporarily withhold a person from certification due to active military duty.
TAR-338	Ability to indicate for an exam, when special notices are required.
TAR-339	Ability to notify user that special notices are required for the exam, if they attempt to run the standard notices.
TAR-340	Provide the ability for candidate to indicate their interest in job classes not currently open for filing by providing their E-mail address.
TAR-341	Automatically generate E-mail to all interested candidates upon the opening of a job class for filing.
TAR-342	Ability to automatically delete requests for notifications once notification has been made.
TAR-343	Ability to designate one address as the mailing address.
TAR-344	Ability to easily change the person's name and SSN. Ability to display all previous names and SSN's used by the person.
TAR-345	Ability to enter extensive notes about a person
TAR-346	Ability to enter medical limitations.
TAR-347	Ability to enter permanent and temporary disqualifications for a person. Automatically prevent these candidates from applying for future exams until the DQ expiration date has passed. Automatically remove these candidates from any existing eligible lists that they are on.
TAR-348	Ability to indicate if the person has been required to submit a master application due to serious inconsistencies in past applications.
TAR-349	Ability to maintain a record of each referral that is made for a person, including date, department, class, and disposition.
TAR-350	Ability to record demographic information including gender, ethnicity, date of birth, and US citizen status.



### Exhibit C – 1: Customer Requirements

TAR-351	Ability to record educational background including High School/GED status, Maximum Grade Level, Degree Type, Number of Units, Type of Units (semester or quarter).
TAR-352	Ability to record expanded medical information including weight, body fat percentage, and contact lens expiration date.
TAR-353	Ability to record information on driver's license, including Driver's License Number, State, Expiration Date.
TAR-354	Ability to record multiple addresses for one person.
TAR-355	Ability to record multiple phone numbers for a person.
TAR-356	Ability to search by Name
TAR-357	Ability to search by Previous Names
TAR-358	Ability to search by Previous SSN
TAR-359	Ability to search by SSN
TAR-360	Ability for applicants/candidates in certain classes to complete a detailed form indicating their skills and preferences. Skills will vary based on class code. Skills will include the skill type, and skill level, such as number of years experience, typing speed, amount of weight applicant can lift, etc. Preferences include departments, location, schedule, shift, job type.
TAR-361	Ability to refer candidates to specific job openings based on whether their stated skills and preferences match those required for the particular job opening. The ability to ensure that candidates who are referred and appointed meet the rule of three whole scores, when all appointments to that class are considered on a citywide basis.
TAR-362	Ability to easily determine which priority classes have an existing eligible list, have an exam in progress, or have no existing eligible list, and no exam in progress.
TAR-363	Ability to produce a Test Report for one test, or for a group of tests, listing all candidates with name, SSN, Identification Number, Test Score with Bonus. Candidates are separated into categories for Appeared and Lapsed. Report shows seniority when applicable, total score with seniority, status (pass/fail, etc.), indicator of whether applicant filed paper or online, and totals at bottom for # scheduled, # appeared, # passed, # failed, # lapsed, # not graded, # online app, # open candidates, # promotional candidates, # cross-filed.
TAR-364	Ability to produce final candidate notices and Report of Exam before the eligible list is generated.
TAR-365	Applicant Roster (Approved). Lists each approved applicant with name, SSN, address, phone numbers, and an indicator to show whether they filed online or via paper.
TAR-366	Applicant Roster (Unapproved). Lists each unapproved applicant with name, SSN, address, phone numbers, indicator for filed online or via paper, last letter received, response date.
TAR-367	Certification Activity Report (summary) including class code and title, department, number of certifications, number of vacancies on the certifications, number of persons certified, number of persons appointed, lowest FGA of appointed persons.
TAR-368	Examination Results Report showing each candidate, including their percentage score on each test, military or seniority points, FGA, application status. Counts for # appeared, # passed, # failed, # lapsed each test. Counts for # applicants, # candidates, # DQ/Withdrawn.



### Exhibit C – 1: Customer Requirements

TAR-369	Frequency Distribution Reports by gender or ethnicity, for a test, or for a group of tests, with the option to include or exclude seniority points.
TAR-370	Report of Exam produced prior to creation of eligible list. Includes separate sections for Eligibility, Finally Failed, Failed, Lapsed, DQ/Withdrawn. For eligible, includes name, final general average, rank. For ineligible includes only name. Option to include SSN. Option to sort by Score, Alpha, Alpha within Score.
TAR-371	Ability to designate certain reports as “confidential” to certain security groups until after the Eligible List has been established. These security groups can only request the “confidential” reports after the Eligible List has been established.
TAR-372	Ability to produce a separate Applicant Roster only showing persons who filed their applications via paper.
TAR-373	Ability to produce an applicant roster, including the response date and the letter type from the most recent correspondence sent to the applicant in that exam.
TAR-374	Ability to place a person on multiple reserve lists based on: layoff effective date, layoff department, # days layoff seniority, tie-breaking rank, City employee following layoff indicator, expiration date, comments.
TAR-375	Ability to restore a previous City employee to an eligible list that may not exist on the system. Restore based on effective date, expiration date, previous final general average, original test date, and comments.
TAR-376	Ability to set re-take rules for each exam. Examples include “test may be taken every 180 days”, or “candidate may apply only once during this administration”. Ability to apply re-take rules at time of application, or at time of scheduling.
TAR-377	Ability to automatically determine the number of persons who have cross-filed in each possible exam/test combination when scheduling for multiple exams/tests on one schedule.
TAR-378	Ability to automatically schedule candidates for tests.
TAR-379	Ability to determine candidates who have not been scheduled for a particular test.
TAR-380	Ability to double schedule on certain time slots.
TAR-381	Ability to enter multiple breaks on one schedule.
TAR-382	Ability to include multiple days with varying start time, end time, number of boards, and breaks.
TAR-383	Ability to include multiple exams and tests on one schedule.
TAR-384	Ability to indicate a list of Zip Codes that pertain to a particular geographical location.
TAR-385	Ability to indicate the default number of raters for a board.
TAR-386	Ability to make schedule notices unique in some way to reduce the likelihood of candidates being able to produce fake notices.
TAR-387	Ability to manually add or delete a candidate from a schedule.
TAR-388	Ability to print schedule notices including schedule date, time, location, and any special instructions.
TAR-389	Ability to print schedule reports either listing cross filers on separate reports, or merging them into one report.
TAR-390	Ability to print schedule reports including listings by candidate name or location.
TAR-391	Ability to print/display standard instructions on the schedule notice.

**Exhibit C – 1: Customer Requirements**

TAR-392	Ability to produce a single notice for a candidate who has been scheduled for multiple exams/tests on one schedule.
TAR-393	Ability to re-print or re-send a Schedule Notice for a particular candidate.
TAR-394	Ability to reserve a timeslot for a particular candidate.
TAR-395	Ability to schedule based on candidate's geographical location (zip code).
TAR-396	Ability to schedule by Platoon
TAR-397	Ability to schedule candidates based on a minimum/maximum final general average.
TAR-398	Ability to schedule candidates who meet special requirements.
TAR-399	Ability to schedule different cross-filer groups for different test lengths on one schedule.
TAR-400	Ability to select from a list of standardized schedule instructions to be included on the candidate's schedule notice.
TAR-401	Ability to specify different schedule parameters for different days on one schedule.
TAR-402	Ability to view the number of candidates available to be scheduled.
TAR-403	Ability for candidates to "waive" certain tests that they have previously passed in other exams. In some cases, candidates may need to have passed two or more tests in order to be allowed to waive the new test.
TAR-404	Ability to automatically calculate the expiration date for a test, based on pre-determined rules.
TAR-405	Ability to automatically set and display the person's pass/fail status for a candidate's test results, when entering and saving scores, based on a cutoff score.
TAR-406	Ability to automatically use the person's seniority points to determine whether the person passed or failed a test, based on the cutoff score for that test, without permanently adding the seniority points to the test score.
TAR-407	Ability to display all rater scores for a candidate, on each test, and each test part.
TAR-408	Ability to eliminate one or more items on a multiple-choice test, and automatically re-compute the candidate's scores.
TAR-409	Ability to eliminate one or more raters for a candidate and compute the score without averaging the missing rater.
TAR-410	Ability to enter test scores once for a candidate, and share the result for multiple exams (recruitment).
TAR-411	Ability to group tests into a "written test"
TAR-412	Ability to have up to five correct answers for each multiple choice test item.
TAR-413	Ability to import information from previous candidate processing systems to allow candidates to "waive" certain tests that they previously passed, that were administered in previous systems.
TAR-414	Ability to indicate when seniority should be applied to a test score to determine if the candidate passed or failed.
TAR-415	Ability to indicate whether to add seniority points to the test scores on a frequency distribution report.
TAR-416	Ability to indicate whether to add seniority points to the test scores on a test report.
TAR-417	Ability to load scanned multiple choice key, answer sheets, and identification sheets.
TAR-418	Ability to manually correct errors in scoring, whether they originated from scanner or manual data entry.

### Exhibit C – 1: Customer Requirements

TAR-419	Ability to modify the correct answer for an item, and automatically re-compute the candidate's scores.
TAR-420	Ability to print the rater scores that were entered to allow for auditing of data entry.
TAR-421	Ability to process candidates who take post-date tests.
TAR-422	Ability to provide a frequency distribution for either an individual test, or for a group of tests that have been combined into a "written test".
TAR-423	Ability to provide error reports indicating problems found when loading scanned test keys, answer sheets, and identification sheets to the system. Some examples of possible problems include candidate not found in the exam, and missing identification sheet, missing answer sheet.
TAR-424	Ability to provide test results for either an individual test, or for a group of tests that have been combined into a "written test".
TAR-425	Ability to record a bonus on a test, automatically apply the bonus points to each candidate's test score, and automatically re-calculate their pass/fail status.
TAR-426	Ability to record the following information for each test the candidate takes for an exam: Test Date and Time, Location, Score, Test Expire Date, Test Score with Bonus, Test Status (pass, fail, no show).
TAR-427	Ability to retrieve all candidates who are scheduled to take a particular test, for the purpose of entering test scores for the entire group. Ability to sort the list by name, SSN, last 6 digits of SSN, or identification number. Ability to enter the score, and have the test status (pass/fail, etc.) automatically displayed by the system after entry.
TAR-428	Ability to retrieve detailed test score information for candidates, including their answers for multiple choice items, part scores, test scores, bonus points, test score including bonus, combined group scores (written), military points, seniority points, and overall final general average.
TAR-429	Ability to scan a rater sheet
TAR-430	Ability to share one or more tests with multiple exams.
TAR-431	Ability to use different cutoff scores and bonuses for tests that have been shared by multiple exams.
TAR-432	Ability to view a summary for each candidate, showing their most recent record for each of the tests in an exam, including test type, test description, status (pass/fail, etc.), numeric score, bonus, score with bonus, test date, expiration date, and military credit indicator.
TAR-433	Ability to view the candidate's detailed history of each test in an exam, including test type, test description, status (pass/fail, etc.), numeric score, bonus, score with bonus, test date, and expiration date, showing each time the candidate's result in that test changed.
TAR-434	Ability to establish a security profile for a group of users.
TAR-435	Ability to prevent users from accessing information on exams for which they or a friend/relative has filed an application
TAR-436	Ability to restrict access to specific data fields.
TAR-437	Ability to restrict access to specific reports.
TAR-438	Ability to restrict access to specific Windows/screens.

**Exhibit C – 1: Customer Requirements**

TAR-439	Ability to establish a security level that would allow operating departments to conduct the recruitment and selection process for transfers, while prohibiting access to civil service exams conducted by the central Personnel Department.
TAR-440	Ability to establish a security level that would allow operating departments to generate a certification, after the required approvals have been obtained.
TAR-441	Ability to restrict the security for a group of users within the Personnel Department based on the class code for the exam. Initial groups will include sworn promotional and all other classes.
TAR-442	Ability to automatically calculate limited seniority points, based on the employee's work history, only during periods when the employee worked in the class codes/titles specified in the seniority rules for the exam.
TAR-443	Ability to automatically calculate seniority points, based on the employee's work history.
TAR-444	Ability to calculate pro-rated seniority for periods of intermittent work.
TAR-445	Ability to calculate pro-rated seniority, based on hours worked, for periods of intermittent employment.
TAR-446	Ability to calculate seniority as of the end of a specified year.
TAR-447	Ability to calculate seniority for selected candidates, including the following groups (all candidates, all candidates with an approved application, all candidates who passed a particular test, all candidates who took a particular test, or a single candidate).
TAR-448	Ability to display all work history for a candidate that was used to calculate seniority points.
TAR-449	Ability to enter seniority points manually for a candidate.
TAR-450	Ability to enter seniority rules for an exam, including the maximum number of points, seniority points per year of service, and class codes/titles that receive limited exam seniority.
TAR-451	Ability to specify whether to recalculate seniority for candidates with existing seniority points, when calculating seniority points.
TAR-452	Ability to view the detailed information for each candidate on how the seniority was calculated.
TAR-453	Ability to enter basic test parameters such as test types, weights, parts, scoring methods, number of items, part weights, minimum and maximum score, number of raters, number of items, and bonus.
TAR-454	Ability to scan test key or enter test key manually.
TAR-455	Ability to view test key, and modify correct answer, or number of points received for each answer.