

County of Santa Barbara, California

Accenture and Workday Response to:

Request for Proposal for Enterprise Resource Planning (ERP) Software and Implementation Services

RFP 820014
October 11, 2021

Submitted by:

Accenture LLP

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Legal Information and Disclaimer

Accenture, LLP (“Accenture”) is pleased to submit this information in response to Santa Barbara County’s RFP 820014 for ERP Software and Implementation Services. This Proposal is not intended to create any legal obligation upon County of Santa Barbara (the “County”) or Accenture. The content of this document is subject to formal contract negotiations. Nothing in this document shall form the basis for any contract and nothing contained in this document will be binding against Accenture unless expressly agreed to by Accenture under a formal contract. This proposal was prepared on the instructions and information given by the County and accordingly Accenture accepts no responsibility for any inaccuracy or error or any action taken or not taken in reliance on this response.

Accenture assumes that by virtue of submitting this Proposal, or by providing the requested services and deliverables, that Accenture will not be disqualified from future work with the County.

To the extent applicable, Accenture interprets the following words and phrases used in the Proposal in the manner indicated: “maximize”, “optimize”, “optimal” means to improve to a commercially reasonable degree; “minimize” means to reduce to a commercially reasonable degree; “best” means leading or of a high standard; “partner”, “partnerships” does not mean a legal partnership, but rather a collaborative relationship; “right” where used as an adjective means appropriate; and “ensure” and “enable” means to use commercially reasonable efforts to implement.

This proposal is submitted solely by Accenture. References made to the experience and capabilities of Accenture may include reference to the experiences and capabilities of related, allied, or affiliated third parties.

Accenture retains all rights to its proprietary information. This document may make reference to trademarks that may be owned by other Suppliers. The use of such trademarks herein is not an assertion of ownership of such trademarks by Accenture and is not intended to represent or imply the existence of an association between Accenture and the lawful owners of such trade.

In accordance with the County’s instructions in the RFP, Accenture has provided as an attachment to this proposal a document noting the sections of our proposal that we deem confidential and/or proprietary to Accenture and information supporting our claims of confidentiality.

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Submittal Checklist

Section 5: Attachments**5.5 Attachment 5: Submittal Checklist**

Submittal Checklist		
Reference	Item Name	Submitted
Attachment 5	Submittal Checklist	✓
3.3.1	Executive Summary / Cover Letter	✓
Attachment 6	Company Background Form	✓
3.3.2	Company Profile / Background	✓
3.3.4	Proposed Implementer Team / Staffing Plan	✓
Attachment 7	Staffing Resume Template	✓
3.3.5	Proposed Application Software and Computing Environment	✓
3.3.6	Implementation Plan	✓
3.3.7	On-going Maintenance and Support	✓
Attachment 8	Functional Requirements	✓
Attachment 9	Technical and Integration Requirements	✓
Attachment 10	Reference Form	✓
Attachment 11	Pricing Sheet	✓
3.3.8	Software Licensing and Maintenance Agreements	✓
3.3.9	Proposed Software Service Level Agreement	✓

Section 1. Executive Summary

3.3.1. On your company letterhead, which includes your company's legal name, address, telephone number, and website, explain why you are submitting a proposal and include the information for your primary point of contact. Responders may use this letter to provide any other overall background information related to their proposal.

October 11, 2021

Phung Loman
Purchasing Agent
County of Santa Barbara, CA
ploman@countyofsb.org

Dear Phung:

Accenture LLP is pleased to respond to Santa Barbara County's **RFP 820014 for ERP Software and Implementation Services**. This response has been prepared jointly by Accenture and Workday. In this response, Accenture proposes to provide services to help the County standardize business processes and implement the Workday solution. Our services are Project Readiness and Executive Alignment, Business Process Alignment; Project Management; Change Management; Workday Deployment with configuration, integration, and data migration; Train-the-Trainer and End User Training Support; and Post-Production Support. Accenture will serve as the prime contractor for these aspects of the County's Workday project. Additionally, Accenture and Workday are including the Teller solution from Can/Am Technologies to meet the County's requirements for Cashiering.

The County's primary contact from Accenture is **Fenton Penna**, Account Executive, 303.641.5578, fenton.penna@accenture.com.

We are excited by the prospect of helping the County with its system modernization project. Accenture has been helping government organizations transition to Workday for the past decade and leverage that experience on every new project. Our 60+ public sector Workday clients include Placer County, CA; the City and County of Denver, CO; Oakland County, MI; the City of Los Angeles, CA; Superior Courts of California, Alameda County; Covered California; Clark County, WA; Los Angeles Department of Water and Power; Metropolitan Washington Airports Authority; the City of Dallas, TX, the City of Baltimore, MD; and many more.

Our approach and experience align with the County's Foundations of Thinking and RFP goals: standardize departments, meet the changing expectations of its workforce, and focus on its core competencies. Business Process Alignment – designed for government, based on our experiences with government – will help the County standardize business processes to “Buy vs. Build,” limit customizations, keep the end in mind and, embrace a “white bead” philosophy to modernizing business processes. We are recommending a phasing approach in line with the County's Win Early Win Often (WEWO) goal that will help the County incrementally deploy Workday, providing time for the County's project team and end users to celebrate early wins, adjust to the changes, and prepare for the next step in the project. And overall, we embrace the County's We Work Together Foundation of Thinking, bringing an approach to process standardization and Workday deployment to the County that focuses on partnership and two-way knowledge sharing. Our services are designed to position the County both for a successful WEWO go-live and for a long-term future of continuous improvement.

The County would contract with Workday for the Workday solution license and Delivery Assurance and training services provided by Workday personnel, contract with Can/Am Technologies for the Teller solution and implementation services, and contract for services provided by Accenture personnel directly with Accenture. Accenture proposes a fixed-fee implementation project involving assigned County personnel and Accenture consultants. The proposal and rates offered will be valid for acceptance for 180 days from the proposal date.

Accenture's Workday Practice has a strategic focus on serving Government organizations and we would highly value a long-term relationship with the County and the opportunity to work together on this important initiative. We trust that our response conveys our qualifications and experience as well as our sincere desire to help the County successfully achieve its project goals. We look forward to the prospect of working with the County and assisting in this exciting transition to a new solution.

Regards,



Mary Sheffield
Managing Director – Workday Government Practice
Accenture



Section 2. Company Profile / Background

3.3.2 Complete **Attachment 6 – Company Background Form** on general information about your company.

Accenture Response

Please see Accenture’s Attachment 6 – Company Background Form below. Please note that we have included the Company Background Form for third-party vendor **CanAm Technologies** in its respective appendix.

Attachment 6: Company Background Form - Accenture

Please complete the form for each firm (software and/or implementation provider) included in the proposal.

Firm Background Information	
Company Name	Accenture LLP
Location of Headquarters	161 N. Clark Street, Chicago, Illinois, 60601 Phone: 312-693-0161; Fax: 312-693-0507
Proposer History	
Years of Experience Providing ERP Software / Implementation Services	Accenture has been providing ERP implementation services for 20 years. The Accenture Workday Practice has been implementing Workday for thirteen years, since our establishment in 2008 as a Workday Certified Partner. Accenture’s Workday Government Practice has focused on implementing Workday for government organizations for ten years.
Previous Names/Successor Firms	Accenture was previously Andersen Consulting, launching its new name in January 2001. Accenture’s Workday Government Practice was strengthened in 2020 by the acquisition of the Sierra-Cedar Workday Practice. Since this acquisition, we are thrilled to have been selected by more than 20 public sector organizations to deploy Workday. We have greatly valued this transition and how it strengthens our ability to serve our public sector Workday clients.
Project Experience	
List five current or recent projects working with local governments of similar size and scope	<p>Placer County, CA – 2,700 employees. Accenture prime implementation partner. Live on Workday Financials in July 2018 (Financials-first deployment) and HCM and Payroll in July 2019. Accenture currently provides Optimization support services to the County.</p> <p>City and County of Denver, CO – 14,000 employees. Accenture prime implementation partner. Live on Workday HCM and Payroll in January 2021, Financials in August 2017, Expenses in June 2018, Recruiting in August 2018, Revenue in November 2018, Learning in April 2019, Prism Analytics in January 2020, and People Analytics in December 2020. Currently providing Optimization ongoing support services.</p> <p>Clark County, WA – 2,000 employees. Accenture prime implementation partner. Live on Workday HCM and Payroll in March 2018, Financials in July 2019, Learning in December 2020, and Prism Analytics in February 2021.</p> <p>Oakland County, MI – 5,000 employees. Accenture prime implementation partner. Live on Workday HCM, Payroll, and Learning in June 2020, Talent and Performance in January 2021, and Financials is scheduled to go live in 2022.</p> <p>Tula County, OK – 1,600 employees. Accenture prime implementation partner. Live on Workday HCM and Payroll in October 2021, Financials scheduled to go live in 2022.</p>
What are the critical success factors for projects with similar size and scope?	<p>Executive Engagement Program to support County executives – Strong and ongoing County executive support across the organization will promote solution buy-in, standardization of business processes, and availability of County personnel to work on the project. Accenture’s Executive Engagement Program provides guidance and support for County executives throughout the project.</p> <p>Business Process Alignment – The County’s focus on standardizing business processes will be a key success factor. Accenture’s unique Business Process Alignment (BPA) focuses on the use of standard business processes. BPA supports the County in conducting a review of its business processes prior to the start of a Workday deployment, identifying key areas of the County’s processes, documenting those business processes, determining the differences between the current processes and Workday standard processes, and identifying areas of standardization. BPA provides an opportunity for the County to review current business practices in the context of a Workday deployment, recognize such benefits as process standardization, introduce and familiarize users with Workday technology, and prioritize policy and process changes.</p>

Firm Background Information	
	<p>Change Management – Our goal is to help the County limit the disruption that change may create amongst its users. We include a Business Readiness Strategy to facilitate the change process by involving the project team, the leadership team, and selected members of critical stakeholder groups to create awareness, build advocacy, manage resistance, and bridge knowledge gaps. Accenture has an entire team focused on Change Management for Workday deployments and this is a key focus area in our deployments.</p> <p>Resource Capacity Tool for Visibility into Availability of Overall County Employee Personnel – Employee project dedication can be a challenge for some organizations as the client employees assigned to the Workday project must manage their existing responsibilities in addition to the tasks involved in the Workday project. Accenture works upfront with County managers to help determine which County project team members are needed and whether their availability is sufficient for the project. We use our Resource Capacity Tool to analyze when the County’s team will be needed to perform their assigned tasks and to provide status reporting.</p> <p>Data Migration and Extraction – In our experience, a strong focus on data migration and extraction helps support successful projects. The County should provide a resource that understands the legacy systems and how to extract data from it. During BPA, Accenture will conduct a workshop to educate the County and properly set expectations on the data migration process as well as help the County understand how to ready itself for the data migration. Accenture will also conduct data migration workshops in the planning phase of the project to set expectations and support the County in the data migration process.</p>

Please complete the form for the cloud-based SaaS ERP software solution included in the proposal.

Attachment 6: Company Background Form – Workday

Please complete the form for each firm (software and/or implementation provider) included in the proposal.

Firm Background Information	
Company Name	Workday, Inc.
Location of Headquarters	6110 Stoneridge Mall Road, Pleasanton, CA 94588
Proposer History	
Years of Experience Providing ERP Software/Implementation Services	16
Previous Names/Successor Firms	N/A
Project Experience	
List five current or recent projects working with local governments of similar size and scope	<p>Over 70% of public sector customers are live including:</p> <ul style="list-style-type: none"> • Placer County, CA - Live on HCM & Finance • City of Ontario, CA - Live on HCM, currently deploying Finance • Clark County, WA - Live on HCM & Finance • Kitsap County, WA - Live on HCM & Finance • City of Arlington, TX - Live on HCM & Finance <p>West Coast customers currently deploying Workday:</p> <ul style="list-style-type: none"> • City of Los Angeles, CA • Los Angeles Department of Water & Power, CA • Contra Costa County, CA • Butte County, CA • Maricopa County, AZ • City of Tucson, AZ • City of Aurora, CO • City of Boulder, CO • City of Salt Lake City, UT
What are the critical success factors for projects with similar size and scope?	Early Executive Alignment; Allocate Resources Appropriately; Prepare for Ongoing Change Management & Training; Emphasize Priority with Data Management

Please complete the form for the cloud-based SaaS ERP software solution included in the proposal.

ERP Software Background Information	
Software Product Name	Workday
Software History	
Current Version of ERP Software	Workday 2021R2
Date of Release for Current Version of the ERP Software	Workday 2021R2 was released in September 2021.
Date of First Release of ERP Software	November of 2006.
Identify any Precursor ERP Software Products of Alternate Names	N/A
Cloud-based / SaaS	
Where are your data centers located?	<p>The Workday service is delivered via three regions in NA:</p> <ul style="list-style-type: none"> Portland, OR (primary), which fails over to Ashburn, VA (secondary) Ashburn, VA (also a primary), which fails over to Atlanta, GA (secondary) <p>For Workday Learning and Adaptive Planning customers, Workday supplements the co-location data centers by leveraging storage and processing resources provided by AWS. In the United States we use the AWS US West (Oregon) and US East (N. Virginia) regions.</p>
How many environments are proposed (test, dev, etc.)?	Workday provides one Production, one Sandbox (a duplicate of the Production environment), and one Sandbox Preview (populated with Production data but receives new features developed by Workday prior to being available in Production, allowing customer to test new features with their data) as part of the normal subscription cost.
Is the architecture single or multi-tenant?	Workday is built on a multi-tenant architecture.
Updates	
Describe your maintenance schedule	Workday performs maintenance on a weekly basis (Friday nights, 11PM PST). The regularly scheduled maintenance window is 4 hours a week with an additional 4 hours monthly, and an additional 4 hours on a quarterly basis. Regular maintenance is non-disruptive and no testing is necessary. This planned downtime is predictable as maintenance windows are planned and published a year in advance on the Workday Community. Major feature releases are performed semi-annually during a regularly planned maintenance window.
How often is the solution updated?	Workday operates on a SaaS delivery model and performs all of the tasks typical to a traditional upgrade for all of our customers. Patches, fixes, and upgrades are made available as part of a major feature release ("Feature Release") or as part of weekly service updates ("Service Updates"). Feature Releases take place approximately twice per year at which time all customers are updated to the most current version of the system, although new features are disabled by default via security to minimize the impact to our customers. This approach allows customers to test the delivered new features and then determine if, and when, they wish to enable them for use in their Production system. It is important to note that our customers are always on the most current release of our business services, including patches, fixes, and enhancements to all system operations and system maintenance. Patches and fixes are applied to all customer environments during regularly scheduled weekly, monthly, and quarterly maintenance windows.
How much advance notice are customers/tenants given for updates?	Maintenance windows are planned and published at least a year in advance on the Workday Community.
How long do customers/tenants have to test new updates?	Once an update is officially released and available, all customer Sandbox Preview environments, which are replicas of their production system, are updated. All customer data, business process configurations, report definitions, etc. will have been tested and updated as part of the Workday process. Customers then have 5 weeks for testing the update prior to delivery to their production environment.
Information Security	

ERP Software Background Information	
What protections do you provide for data breach?	Workday uses a combination of monitoring tools and incident response protocols to ensure services are available and that problems are identified, investigated, and resolved. Teams use third party software tools to support and monitor the network and production systems on a 24 x 7 basis. The Security Operations Center monitors for critical events across environments containing Customer Data on a 24 x 7 basis. Network Intrusion Prevention Systems (IPS) and Intrusion Detection Systems (IDS) monitor critical network segments for atypical network patterns in the production environment as well as traffic between web servers and the load balancers. System generated alerts are sent to the Security Operations Center if suspicious network activity is detected, for further investigation, analysis, and resolution. Additionally, Workday employs endpoint tools to provide advanced threat protection, anti-virus protection and to monitor for anomalous behavior.
What are the security standards maintained in the data center?	Workday is not in the business of data center management, so we partner with those who are, and who do it well. Our data center providers are Tier 3 and higher, and provide us the physical real-estate, physical security controls, redundant HVAC, power, etc. Within the spaces we lease, Workday designs our cages, and owns and builds the infrastructure we use. The data center facility is designed to require multiple layers of authentication before access is granted to the server area. Critical areas at the data center require users to authenticate through a two-factor biometric authentication mechanism (biometric scan and an electronic personal identification number (PIN) entered into a keypad) for entry. These controls as well as details on each co-location provider are documented in our SOC2, which we'll provide for your review once an NDA has been executed.
Data	
Can customer data be exported to non-proprietary format? If yes, which formats?	Yes. Data in Workday can be exported to xml, csv, json, rss, and gdata using Workday's Enterprise Interface Builder.
What data exit strategies do you provide if the contract is terminated?	Customers can download their data at any time using Workday's documented APIs and industry-standard integration tools. Workday has a formal offboarding process to ensure customers can download their data before their tenant is deleted. Upon written request by Customer made prior to any expiration or termination of this Agreement, Workday will make Customer Data available to Customer through the Service solely for purposes of Customer retrieving Customer Data for a period of up to sixty (60) days after such request is received by Workday, in accordance with the MSA Section 9.4 "Retrieval of Customer Data."

Additionally, please include a narrative response to the following:

- Work Philosophy: Provide a synopsis of the work philosophy followed by your company when engaged in ERP implementation projects. Explain how that work philosophy may align with the values of the County.

Accenture Response

Our work philosophy focuses on key factors that contribute to successful government deployments: collaboration, communication, executive involvement, employee empowerment, standardization of business processes, and embracing an environment of user adoption and continuous improvement. Our approach to deploying Workday focuses on our services that support these critical factors – [Project Readiness](#), [Business Process Alignment](#), [Change Management](#), and [Executive Engagement](#) – which provide a strong, collaborative foundation for our teams to work together through the tasks, milestones, and challenges of a system replacement project. Our services that reflect our work philosophy align with and support the County's Foundations of Thinking as noted in the County's Attachment 18:

Table 1: Accenture Alignment to the County's "Foundation of Thinking"

County Foundation	Accenture's Alignment
Overarching Collaboration: <ul style="list-style-type: none"> • Communication • We Work Together • Red Squares Puzzle (danger of silos) 	<ul style="list-style-type: none"> • Engaging all departments, users, and stakeholders in an organization is one of the guiding principles we promote with our approach – and we encourage our clients to empower their teams to make decisions. Our change management program focuses on stakeholder involvement and communication from day one through go-live.

County Foundation	Accenture's Alignment
<ul style="list-style-type: none"> Win-win solutions 	<ul style="list-style-type: none"> We strongly believe in the importance of executive engagement and leadership to successful Workday implementations and developed our Executive Engagement Program (optional) to provide guidance to the County's executives. We promote knowledge sharing and collaboration throughout all stages of the project and we will work side-by-side with the County to tackle challenges as a team.
<p>Optimistic, Yet Realistic Expectations:</p> <ul style="list-style-type: none"> Keep the end in mind Big Bang is not happening Win Early Win Often Lead with optimism focused on delivering value 	<ul style="list-style-type: none"> We endorse taking a measured approach to moving to Workday and prioritizing the "must-haves" and the "future wants." Project Readiness will help the County with important project preparation activities, including planning and preparation for process standardization and establishing tools and team preparation to foster communication. Business Process Alignment (BPA) provides the County with a step-by-step approach to review and plan for standardization opportunities and allows lead time for the County to engage in important decision-making. BPA provides structure for identifying those "early wins" that will be the focus of configuration during the Workday deployment. In addition to the "early wins," BPA prioritizes medium- and long-term goals and documents the approach for achieving those goals and an approach for managing the associated changes. BPA's roadmap items will help the County "keep the end in mind."
<p>Software is Never "Done"</p> <ul style="list-style-type: none"> How do we measure value and benefits? What is the operational definition of done? We want to see working software continuously White beads = standardization; colored beads = customization 	<ul style="list-style-type: none"> We encourage our clients to embrace an environment of continuous improvement and self-sufficiency. Our side-by-side, collaborative approach focuses on knowledge sharing between Accenture and the County so that the County can use the Workday system on day one and also be ready to add new features and value after go-live. We encourage our clients to continuously look ahead with Workday and many of our clients engage us for services after go-live to assist with new feature rollout and increasing user adoption. Accenture embraces a "White Bead" philosophy – it's why we were the first to develop Business Process Alignment in 2013. We believe that standardizing to Workday's business processes is a leading factor for success for our clients, helping them to simplify and automate processes so that their employees can focus on strategic – not transactional – activities. With BPA, we ask the question, "why won't this work?" to see how many colorful beads can be, in fact, white beads.

The County states in Attachment 18, "All project risks are not so severe when you have the right partner." We know that challenges occur during every project and we believe that one of the measures of success for a project is the way each challenge is addressed. As stated by our Workday Government Practice Lead and founder, Mary Sheffield, *"the strength of a partnership is not measured when everything's great, but rather by the Partner's dedication and perseverance to go the distance with something unexpected happens. Just ask our customers."*

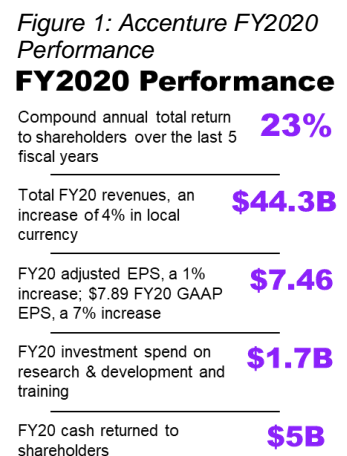
- Financial Information: Submit the most recent audited or reviewed financial statements as an attachment to your proposal for both the software provider and the system implementer. Describe what these financial statements demonstrate about the viability and stability of your company. If audited or reviewed financial statements are not available, provide an explanation as to why and submit internal balance sheets and income statements for the last three (3) years.

Accenture Response

Accenture generated total revenues of U.S.\$44.3 billion for the fiscal year 2020, delivering profitable growth and gaining significant market share. Our strong new bookings for the year particularly in the area of Workday for public sector reflect the continued demand for our differentiated services and have given us good momentum for future growth. Our year-after-year financial strength is one reason we remain the service provider of choice for many government agencies and companies.

Our financial stability and the strict accounting and reporting compliance that comes with being a publicly traded company demonstrate that Accenture is financially fit and capable of serving the County's business needs now and for years to come. Industry analysts also agree that Accenture is strong and well-positioned financially. In 2011, Standard & Poor's added Accenture's common stock to the S&P 500 Index. We have been rated A+/Stable by S&P, A1/Stable by Moody's, and A+/Stable by Fitch.

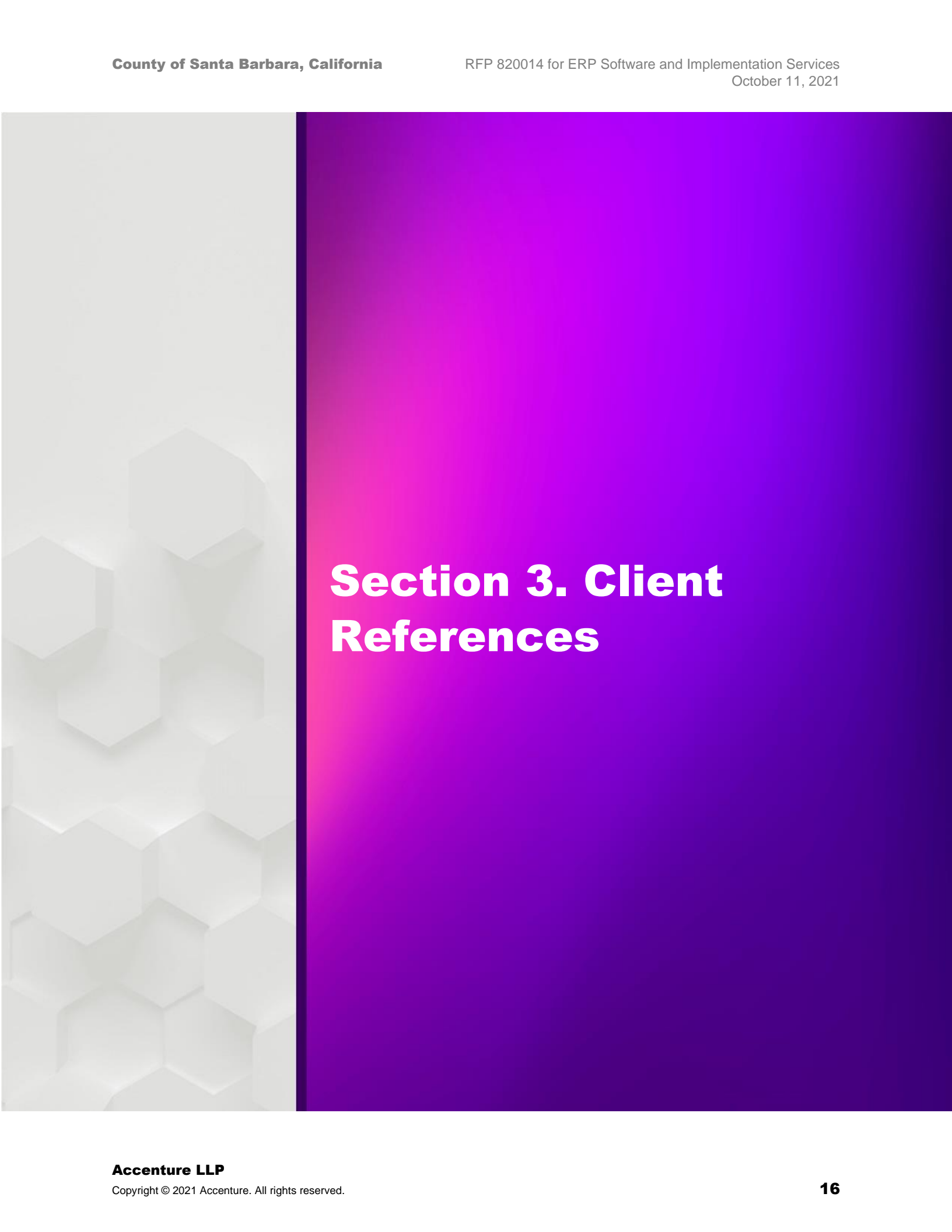
Our annual reports are available on our [website](#) and also included as attachments to this proposal.



Workday Response

Audited financial statements for the most current year are included in our Annual Report on Form 10-K filed with the SEC: http://www.workday.com/company/investor_relations/sec_filings.php.

Accenture LLP



Section 3. Client References

3.3.3 Leverage **Attachment 10 – Reference Form** to provide the name and contact information for three (3) relevant references that previously or are currently contracted with your company. Include a description of the services provided and dates that the services were, or are being, performed. References should be for projects that commenced within the last five (5) years.

Accenture Response

Accenture is pleased to provide the following three references. We invite the County to contact Fenton Penna at Accenture, 303.641.5578 or fenton.penna@accenture.com to coordinate reference calls.

Attachment 10: Reference Form

Please provide at least three (3) references for past projects within the last five (5) years that include products and services like those proposed for this RFP. References for organizations based in California and similar to the County are preferred. Please use the following form for each reference provided.

Reference Form	
Client Details	
Name of Client	Placer County, CA
Address	175 Fulweiler Avenue
City / State / Zip	Auburn, CA, 95603
Contact Person / Title	Andy Sisk, Auditor/Controller
Phone	(530) 889-4152 (please use email)
Email	asisk@placer.ca.gov
Project Details	
Date Services Began	April 2017
Date Services Ended	July 2019 – final go-live. Accenture is currently providing Optimization ongoing support services.
Software Version	All Workday customers are on the current version.
Project Scope <i>(Indicate with an "X" if functionality was installed)</i>	
Absence Management	X
Accounts Payable	X
Accounts Receivable	X
Asset Management	X
Benefits Administration	X
Budgeting	X
Cash Management	X
Compensation	X
Contracts Management	
General Ledger	X
Grants Management	X
Human Resources Management	X
Learning & Development	
Payroll	X
Purchasing	X
Talent & Performance Management	
Talent Acquisition / Onboarding	X
Time Tracking	X
Travel Expenses	
Vendor Management	
Workforce Management	
Describe Services Provided	

Reference Form
Accenture served as prime deployment partner and provided project management; Business Process Alignment; change management; Workday deployment including configuration, integration, data migration, testing support, and reporting; train-the-trainer; post-production support; and Optimization ongoing support services. This project followed a “ Financials-first ” phasing approach, the first ever for a government organization. Workday modules included Financials, Budgets, Banking and Settlement, Foundational Data Model, Grants Management, Procurement, Projects, Inventory, Core HCM, Compensation, Absence, Payroll, and Time Tracking.
Project Challenges
All projects have the potential for unexpected challenges and we are proud of our commitment and track record of working through each challenge with our clients toward a successful go-live. Common project challenges include project availability of client personnel, difficulty extracting and validating data from the legacy systems, lack of executive support and/or changes in the organizational structure, and long turnaround time for making decisions. With respect for the privacy of our customers, we do not release project challenges, but encourage the County to speak directly with our clients during reference calls.
Client and Project Goals Achieved
Minimized manual transactions, implemented Manager and Employee self-service, eliminated paper, automated work processes and report generation, automated internal and 3 rd party integrations, realigned staff focus toward data analysis, and leveraged leading practices for improved operational performance and efficiencies. Gained ability to do exception-based invoice approvals for invoices under \$1,000 and not require the Auditor Controller’s Office (ACO) to have to approve low-dollar invoices (approximately 85% of invoices). Assets brought in with the financial system of record and integrated financials areas including procurement and Accounts Payable. Please see Appendix C for more information on Placer County’s project with Accenture.

Reference Form	
Client Details	
Name of Client	Clark County, WA
Address	1300 Franklin Street
City / State / Zip	Vancouver, WA 98660
Contact Person / Title	Mark Gassaway, Finance Director
Phone	564.397.4839 (please use email)
Email	Mark.Gassaway@clark.wa.gov
Project Details	
Date Services Began	March 2017
Date Services Ended	Initial Workday Platform deployment complete March 2019. Subsequent rollouts of Learning in December 2020 and Prism Analytics in February 2021
Software Version	All Workday customers are on the current version.
Project Scope <i>(Indicate with an "X" if functionality was installed)</i>	
Absence Management	X
Accounts Payable	X
Accounts Receivable	X
Asset Management	X
Benefits Administration	X
Budgeting	
Cash Management	X
Compensation	X
Contracts Management	X
General Ledger	X
Grants Management	X
Human Resources Management	X
Learning & Development	X
Payroll	X
Purchasing	X
Talent & Performance Management	
Talent Acquisition / Onboarding	X
Time Tracking	X
Travel Expenses	
Vendor Management	
Workforce Management	
Describe Services Provided	
<p>Accenture served as prime deployment partner and provided project management; Business Process Alignment; change management; Workday deployment including configuration, integration, data migration, testing support, and reporting; train-the-trainer; post-production support; and Optimization ongoing support services. The project included 12 complex bargaining agreements.</p> <p>Workday modules included core HCM, Position Management, Recruiting, Time Tracking, Compensation, Benefits, Absence Management, Payroll, Core Financials, Financial Reporting, Customer Accounts & Contracts, Procurement, Suppliers, Banking & Settlements, Business Assets, Grant Management, Project & Work Order Management, Prism, and Learning</p>	
Project Challenges	
<p>All projects have the potential for unexpected challenges and we are proud of our commitment and track record of working through each challenge with our clients toward a successful go-live. Common project challenges include project availability of client personnel, difficulty extracting and validating data from the legacy systems, lack of executive support and/or changes in the organizational structure, and long turnaround time for making</p>	

Reference Form
decisions. With respect for the privacy of our customers, we do not release project challenges, but encourage the County to speak directly with our clients during reference calls.
Client and Project Goals Achieved
Standardized business processes, centralized information, de-customized systems, implemented self-service and mobile functions, automated annual invoicing for all alarm permits (7,000), integrated to Can/Am Teller for cashiering and eliminated manual key-in by adding a barcode for Teller scanning devices. Please see Appendix C for more information on Clark County's project with Accenture.

Reference Form	
Client Details	
Name of Client	City and County of Denver, CO
Address	201 W. Colfax Avenue, First Floor
City / State / Zip	Denver, CO 80202
Contact Person / Title	Jacquelyn Pyun, Workday Program Administrator
Phone	(720) 913-4911 (please use email)
Email	jacquelyn.pyun@denvergov.org
Project Details	
Date Services Began	Initial project August 2015, with subsequent projects beginning in 2016, 2018, 2019, and 2020
Date Services Ended	Initial HCM/Payroll go-live January 2017, Financials August 2017, with subsequent rollouts in 2018, 2019, and 2020
Software Version	All Workday customers are on the current version.
Project Scope <i>(Indicate with an "X" if functionality was installed)</i>	
Absence Management	X
Accounts Payable	X
Accounts Receivable	X
Asset Management	X
Benefits Administration	X
Budgeting	
Cash Management	X
Compensation	X
Contracts Management	
General Ledger	X
Grants Management	X
Human Resources Management	X
Learning & Development	X
Payroll	X
Purchasing	X
Talent & Performance Management	X
Talent Acquisition / Onboarding	X
Time Tracking	X
Travel Expenses	X
Vendor Management	
Workforce Management	
Describe Services Provided	
Accenture served as prime deployment partner and provided project management; Business Process Alignment; change management; Workday deployment including configuration, integration, data migration, testing support, and reporting; train-the-trainer; post-production support; and Optimization ongoing support services. The project included 55 agencies, the Denver International Airport, and an independent library system. Workday modules included Workday HCM, Compensation, Benefits, Absence, Talent, Payroll, Financial Accounting, Supplier Management, Projects, Grants, Business Assets, Procurement, Banking and Settlement, Expenses, Recruiting, Revenue, Learning Management, Prism Analytics, and People Analytics	
Project Challenges	
All projects have the potential for unexpected challenges and we are proud of our commitment and track record of working through each challenge with our clients toward a successful go-live. Common project challenges include project availability of client personnel, difficulty extracting and validating data from the legacy systems, lack of executive support and/or changes in the organizational structure, and long turnaround time for making decisions. With respect for the privacy of our customers, we do not release project challenges, but encourage the County to speak directly with our clients during reference calls.	

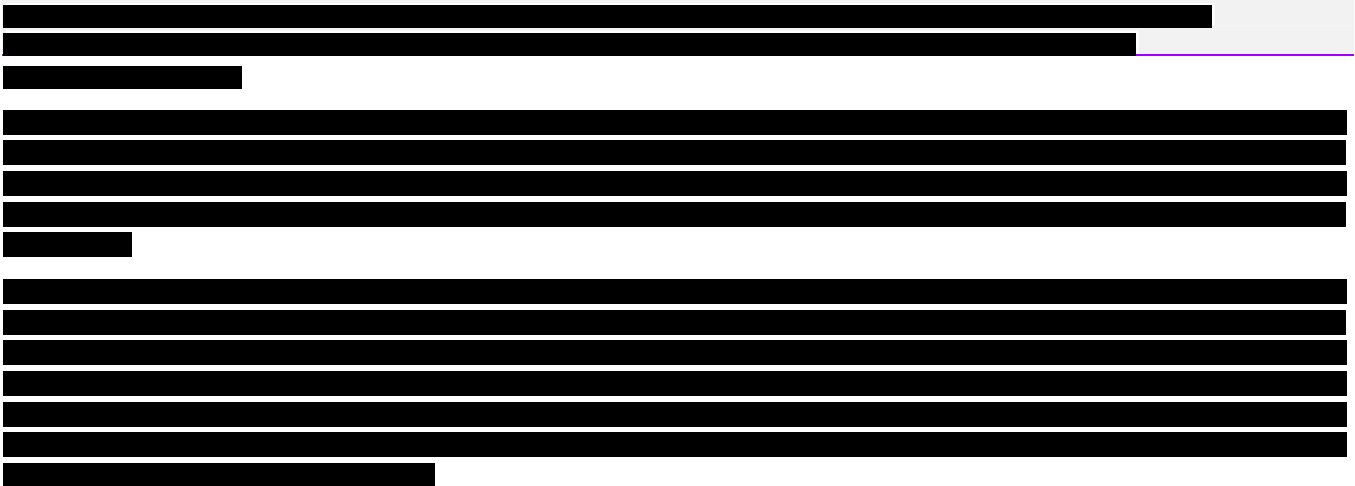
Reference Form

Client and Project Goals Achieved

The City and County of Denver standardized business processes, eliminated 75% of all paper processes and reduced paper by a significant amount, automated reporting allowing business units to generate their own reports and make data-based decisions, automated onboarding increasing efficiency and velocity in the recruiting processes. Please see [Appendix C](#) for more information on the City and County of Denver's project with Accenture.



Section 4. Proposed Vendor Team / Staffing Plan



Attachment 7 – Staffing Resume Template

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Section 5. Proposed Application Software and Computing Environment

3.3.5. The proposer must present, in detail, the key features and capabilities of the proposed application software as it relates to the County. The proposer should provide in succinct narrative form (at most one paragraph per item) answers to below topics. This section must not exceed 15 pages.

Modular Integration

- What proposed modules are fully integrated (part of the base software) into the main ERP application?

Workday Response

Since Workday is a single platform, not separate modules, only one account is needed for each worker across all functional areas. Workday avoids data duplication, inconsistency, and internal interface complexity by delivering our service using a single global object model across HCM, Payroll, and Finance which supports all functionality in a single database and, as such, there is no need for module-to-module integration. Workday uses a single object-oriented architecture in which objects (like candidates, workers, accounts, organizations, dependents, organizations, requisitions, etc.) are instantiated in memory and intrinsically "understand" how they are related to each other. This allows users to access data online and via reports without the database-level access (such as table selects and joins) which is required with a legacy application which relies upon a relational database for transaction processing and reporting. We've also built all our components on a core set of services that manage people, events, organizations, etc. and provide these common services to all other objects in our system.

- What are the proposed third-party applications?

Workday Response

Workday is proposing Can/Am Technologies Teller Cashiering solution.

- If there are proposed third-party applications, explain how they are integrated into the main ERP application (e.g., Do the third-party applications share security definitions and similar menu structures?)

Workday Response

Can/Am's post implementation support services are available under the contractual SaaS agreement. As long as the annual SaaS fee is paid, the County will have unlimited support services and software updates and enhancements. Client support is provided from 6 am to 6 pm MST Monday through Friday, except major holidays. Can/Am utilizes the latest support technology to aid with quickly responding to any questions or challenges that are clients might have.

- Describe the County's options for the long-term support for the third-party software.

Workday Response

Workday avoids data duplication, inconsistency, and internal interface complexity by delivering our service using a single global object model which supports HCM, Payroll, Finance and the other functional areas in a single database and, as such, there is no need for module-to-module integration or passing data back and forth between "modules". Data in Workday needed for the County to plan can be selected and sent to Workday Adaptive Planning using Workday's integration framework. This is typically done in batch. Workday has built natural integration points to Adaptive Planning so if a user is planning, they can naturally drill into transactions and details in Workday.

Communication between Workday and Can/Am Teller is a combination of real-time and batch by design. For example, submission or voiding of a customer invoice payment is immediately communicated to Workday real-time. When receipting a payment or other revenue account collections, Teller does not immediately record payment activity in Workday since several receipts may be posted in a single day. This activity is recorded in Workday as cash sales during daily balancing in Teller.

- What processes are handled in "real-time"?

Workday Response

Workday avoids data duplication, inconsistency, and internal interface complexity by delivering our service using a single global object model which supports HCM, Payroll, Finance and the other functional areas in a single database and, as such, there is no need for module-to-module integration or passing data back and forth between "modules". Data in Workday needed for the County to plan can be selected and sent to Workday Adaptive Planning using Workday's integration framework. This is typically done in batch. Workday has built natural integration points to Adaptive Planning so if a user is planning, they can naturally drill into transactions and details in Workday.

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- What processes require batch processes?

Workday Response

Workday avoids data duplication, inconsistency, and internal interface complexity by delivering our service using a single global object model which supports HCM, Payroll, Finance and the other functional areas in a single database and, as such, there is no need for module-to-module integration or passing data back and forth between "modules". Data in Workday needed for the County to plan can be selected and sent to Workday Adaptive Planning using Workday's integration framework. This is typically done in batch. Workday has built natural integration points to Adaptive Planning so if a user is planning, they can naturally drill into transactions and details in Workday.

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Network Environment

- Describe the optimal network environment required to utilize the proposed software. In the event that there is more than one suitable network configuration, list all options, including the relative strengths and weaknesses (if any) of each.

Workday Response

Workday is a modern solution, designed from scratch to be accessed in a browser or the Workday App, over the Internet. No special network environment or configuration by the County is necessary. In terms of internet bandwidth consumption, Workday is a very light-weight application and will behave similar to any common consumer internet site (Gmail, Amazon, etc.). Network testing shows users only require about 100kbps of bandwidth. Workday also supports a Content Delivery Network (CDN) for static content, e.g., JavaScript, images, used by the Workday user interface. The use of the static CDN can provide improved web performance for offices in low bandwidth areas or far from Workday data centers. No Customer Data or PII data is sent through the CDN. The static CDN may be enabled at any time by the customer.

Software Version

- Detail the percentage of live customers that are utilizing the proposed version of the software. Please provide a breakdown of customers (by percentage) for each version of software currently in use. The vendor must provide during implementation the most current version of the software. All known posted and identified fixes to "bugs" within the system must also be applied at time of implementation.

Workday Response

All Workday customers are always on the same version of the software. Workday updates and patches all customers at the same time, so everybody is always on the same version. There is no concept of an older version in this scenario, and nothing a customer needs to do to get on the new version. Workday performs all of the tasks associated with the patching process on behalf of our customers. Patches and fixes are applied to all customer environments during weekly and monthly maintenance windows.

Administration/Development Toolsets

- What application toolsets are included with the software?

Workday Response

System Administrators have the ability to configure Workday through numerous tasks and reports. A "Workbench" page gathers most of these controls into these categories: Account Administration, Security & Audit, Alert - Segregation of Duties Exceptions, Business Processes, Integration, Reporting & Analytics, and Utilities to setup your tenant's System, Security, Global, Search, Alerts, Worklets, Email, SSO, etc.

- What unique programming requirements are there?

Workday Response

Workday is configured at every level, rather than customized through programming, meeting customers' needs while dramatically reducing support and maintenance costs. With Workday, capabilities that used to require "customizations" in legacy ERP systems are now "configurations" in the Workday services, requiring little to no IT involvement and having no impact on updates to Workday applications. Configurations include the creation of business process changes, interfaces, org-based branding, reports, organization modeling, security setup, questionnaires, & new data elements. For complex interfaces and integrations to 3rd party applications, an understanding of web services, XSLT, and APIs is helpful if the County is going to build and/or maintain them.

- What tools are available to customize the software (e.g., add fields, create new tables, change menus, etc.)?

Workday Response

Workday provides configuration and extensibility options to meet both your functional and technical requirements, as follows:

- Configure Workday's to meet your functional needs for Core HR, Absence Management, Benefits, Performance Management, Compensation, Recruiting, Learning, Finance, Procurement and *all* the other functional areas in scope. In many cases, of course, you may have different needs with respect to the same functional area by department, geography, salary level, and so forth, and Workday configurations provide the flexibility to meet multiple disparate business needs.
- You can also configure the way Workday's technology works, independently of specific functional areas. For example, you have complete control to configure all aspects of application security (authentication and authorization); organizational structures and hierarchies; reporting; business processes; custom and calculated fields; batch processing; and integration (between Workday and non-Workday).
- With Workday Extend, customers can build apps that incorporate new pages, forms, data objects and business processes that run alongside your existing Workday Human Capital Management, Financial Management, and Student applications and data. These apps are unaffected by Workday upgrades. A key differentiator is that developers can take advantage of Workday's one trusted source for data, security model, experience, and community to build net new apps and extensions confidently and faster than with separate application development tool sets.

Application Security

- What security tools and/or application controls are included with the software?

Workday Response

Workday operates on a single security model that applies to the entire Workday Service. This includes user access, system integration, reporting, mobile device, and IT access. Everyone must login and be authorized through the Workday security model. Functional domains within Workday (HCM, Payroll, Finance, etc.) are grouped into security domains of data and tasks allowing you to configure very granular security for your users, roles, and groups. All security configuration is completed directly within Workday via the browser.

- How does your application restrict access to the following: administrative tool access, application access, menu access, record access, field access, and querying/reporting access?

Workday Response

Workday solutions are grouped into distinct functional areas. Each functional area is further divided into domains and business processes. A domain is a predefined set of related securable items (reports, tasks (both end user and administrative), instance sets, report fields, and data sources). Although you cannot change the securable items comprising a domain, you can control access to a domain through its domain security policy. The domain security policy is used to link a domain with any Workday security groups that should have access to the domain. When you link a security group to a domain through the domain's security, you specify whether the security group has **View or Modify** access to the domain. (For integrations, access to the domain is governed by **Get or Put** permissions.) Secured items may be included in more than one domain security policy. Workers with different levels of access in different domains receive the least restrictive access.

- What is included in the user security profile?

Workday Response

Workday supports several types of roles (or security profiles) – the primary being organization roles that control which information can be accessed, and the actions a specific user (member of that role) can perform on the members of that organization. Within the organization definition, you specify the individual role(s) that are required for that organization and roles from higher level organizations will automatically be inherited. Additionally, for any role – you can choose to override the current occupant with another worker making it specific to that organization and its subsidiaries. Workday also supports several process-maintained roles such as Employee, Contingent, and System user – these roles are assigned & revoked automatically by Workday based on system processes like Hire, Contract Contingent, and Terminate. Lastly, Workday supports administrative roles that are assigned by a security partner to specific users – these roles tend to control administrative features of the system like creating new organizations, setting up and maintaining security, etc. In sum, Workday has a robust set of configurable security capabilities and allows for multiple dimensions through which authorization can be determined (role, department, position, cost center, etc.). Responsibilities can also easily be delegated should an employee be out due to a planned or unplanned absence.

- How is the security profile defined?

Workday Response

The Workday application framework allows customers to manage and control the authorization their users have to the Workday Enterprise cloud services and offers a standardized framework for defining role-based access. The framework consists of three major components:

- **Security domains:** These define the areas of Workday’s Enterprise Cloud Service that can be secured. Workday delivers the list of domains.
- **Security groups:** These are groups of Workday users. Workday delivers a set of default security groups. In addition, customers can change these groups or create their own groups.
- **Security policies:** These define the type of access a member of a particular security group has to a particular domain. Workday delivers a set of default security policies but customers have the ability to change the delivered policies as needed.

With this framework, a user’s security profile can be defined by the security groups they are assigned or inherit through their roles within the organization or manually defined if necessary.

- Describe how the application utilizes role based and user-based security

Workday Response

Functionally, Workday can support both models through its configurable security model. Workday’s configurable security model allows different groups of users to have different levels of access to the system. These groups are called security groups. While Workday certainly supports role-based security, security groups can also reflect organization, organizational role (manager, HR partner), business site (locale), job (CFO), system assigned (employee, contingent worker, applicant), cost center, etc. Security policies allow for the association of security groups with sets of securable items that are delivered by Workday. For example, when an employee is promoted to manager, she is automatically and immediately removed from a “Contributor” security group and added to a “Manager” security group with specific responsibilities for individuals in her supervisory organization. This allows Workday users to inherit different access levels as their responsibilities change and eliminates any instance of double data maintenance. Security groups and policies are delivered or can be created based on an organization’s unique access requirements. This provides a more flexible and manageable way of controlling access to all aspects of the Workday solution.

Reliance on Best Business Practices/Degree of Process Reengineering Imposed or Required

- Please describe best business practices that are built into your software. How do these practices pertain to County operations in particular?

Workday Response

Workday delivers optimized business processes that are considered “best practices” in the industry. These business processes are optimized by embedding workflow and approval processing “out of the box”. Business processes are

Accenture LLP

optimized and integrated with technology to facilitate efficiencies for our customers. Workday delivers over 530 optimized template business process definitions, enabling your organization to deploy Workday quickly without the need to create each business process. These delivered template business process definitions can be used as delivered or configured to your unique requirements. In many cases, they include predefined provisions that are required to meet local compliance requirements. Additionally, our experiences in deploying other customers of similar size and scope can be leveraged to avoid common pitfalls and help guide you through expected challenges – both during deployment and post go-live.

Competitive Advantage

- For each module, please describe any competitive advantages of your system which would distinguish your system from the competition.

Workday Response

A key differentiator is that Workday is proven. Thousands of organizations ranging from 200 to 2 million+ employees have selected Workday as their partner. Despite significant growth in the number of users, transactions, and data, Workday enjoys an unprecedented 97% customer satisfaction rating. Some key differentiators of Workday are as follows:

- **Agility:** Our suite of cloud-based applications is designed for a wide array of global industries and organizations seeking highly flexible software that continuously supports changes in their operating and regulatory environments. Our rapid innovation cycle and regular deployment of the latest capabilities to our customers ensures that users are always able to use the latest version of our software, which we update weekly, culminating in two major releases per year.
- **Plan for What's Next:** With Workday Adaptive Planning, business planners and decision makers can quickly adapt to changing business conditions with a powerful modelling engine built for enterprise planning. Adaptive Planning's Elastic Hypercube Technology is a modern in-memory calculation engine that allows users to flexibly model with virtually no constraints on the number of dimensions and scenarios in a model.
- **Personalized User Experience:** Workday's User Experience is simple and intuitive to use across both the web and mobile and is personalized through the application of machine learning and intelligent search. Our focus on an intuitive and simple user experience enables adoption of our applications by even novice users with minimal training and encourages self-service.
- **Optimize IT resources:** Our customers do not need to buy, install and maintain the complex IT infrastructure required to operate on-premise systems. Even though we deliver new features on a frequent basis, our customers control their rate of adoption of new features through configuration, on their terms, allowing for testing and change management for seamless adoption.
- **Adaptable architecture for continuous innovation:** Our application logic and underlying technology services are abstracted from each other using a metadata layer that allows our developers to rapidly create new applications without having to understand the underlying details of the technology services. This design enables us to continuously evolve our underlying technology platform to account for new trends, such as machine learning or blockchain, without having to rewrite application logic. Our applications only get smarter and better over time as new innovations come out, and it's all seamless to our customers.

Workflow Capabilities

- How does workflow (electronic routing of documents) in your system operate?

Workday Response

The Workday Business Process Framework is used to manage the flow of *all* the business transactions across the Workday service. Workday delivers more than 750 optimized business processes that provide a baseline for Workday customers. Workday customers have control over the configuration of every business process for any organizational unit with a complete history and audit trail.

The Workday Business Process Framework provides the following capabilities:

- Create a single global process shared by every part of a customer's organization, or create and use a different version of a process configuration for different parts of the organization
- Route work to dynamic security groups representing users, roles, locations and many other security facets

- View any process definition in a real-time visual swim lane mode
- Perform steps in parallel to maximize throughput
- Configure process steps to execute conditionally to maximize efficiency, without writing code or programming
- Include integrations directly in processes to allow real-time event-driven integrations to complement business user activity
- Maintain step delays and help-text, translatable to any supported language
- Embed related analytics and reports into process steps directly to give approvers the information needed to make a completely informed decision without the need to research information in a separate application
- Effective dated versioning and audit of every single process allowing customers to meet their own internal and external process audit requirements
- The ability to configure and test proposed process changes in a sandbox environment and promote changes to production when configuration and testing is complete
- Comprehensive set of Step Types including Action, Approval, Approval Chain, Batch/Job, Checklist, Complete Questionnaire, Integration, Report, Report Group, Review Documents, E-signatures, and To Dos
- Workday delivered and supported E-signature integration for use with Adobe Sign and DocuSign.

- How are workflow rules established?

Workday Response

Workday's Business Process Framework is highly configurable. It includes options to configure conditional logic, notifications, actions, approvals, approval chains, consolidated approvals, the initiation of integrations with other systems, the execution of batch processes, and several other capabilities. This is all done without any coding or customization. This configuration takes place during the implementation, but the County will also have the ability to modify business processes after go-live.

- How does workflow interface with popular e-mail and office programs, such as Microsoft Outlook and Office 365?

Workday Response

Workday provides broad integration with Microsoft Office in various areas of the service including report generation for Word and Excel as well as native Excel output formats. Workers who have the appropriate security can download screen detail to Excel. In addition, the Workday integration tools, in particular the Enterprise Interface Builder (EIB) can be used to configure data extracts into Excel formats as well as other formats. In addition, the Workday Business Process Framework can deliver notifications directly to the Workday Inbox or through the corporate email system. Learners also have the ability to download an .ics file to their corporate email calendar for both virtual & instructor lead trainings.

- Does your workflow allow for (a) approvals, (b) notifications, (c) review (d) send back?

Workday Response

Yes.

- Do Workflow approvals allow for proxy?

Workday Response

Yes. Workday has comprehensive delegation functionality across the platform. Delegation temporarily reassigns your tasks to another user, enabling that user to perform individual actions on your behalf. Your delegate has access restricted to the tasks you have delegated. They can only drill down insofar as you already have access. When the delegation period ends, any incomplete delegated tasks revert to the original owner. Delegation can be initiated by the employee. You can configure this business process to require a review or approval prior to the delegation being finalized. An administrator can also set up the delegation for an employee.

- Does your workflow support conditional steps?

Workday Response

Yes.

Upgrade Tools

- Please explain your Workflow Approval Framework

Workday Response

Workday operates on a SaaS delivery model and performs all of the tasks typical to a traditional upgrade for all of our customers so there isn't a customer approval framework for the update process. Patches, fixes, and upgrades are made available as part of a major feature release ("Feature Release") or as part of weekly service updates ("Service Updates"). Feature Releases take place approximately twice per year at which time all customers are updated to the most current version of the system, although new features are disabled by default via security to minimize the impact to our customers. This approach allows customers to test the delivered new features and then determine if, and when, they wish to enable them for use in their Production system. It is important to note that our customers are always on the most current release of our business services, including patches, fixes, and enhancements to all system operations and system maintenance. Patches and fixes are applied to all customer environments during regularly scheduled weekly, monthly, and quarterly maintenance windows.

- How are patches and fixes deployed?

Workday Response

Because Workday operates in a Cloud model, we perform all of the tasks typically associated with a software upgrade and patching process on behalf of our customers. We refer to these as Feature Releases rather than upgrades to emphasize the difference. In the Workday application, Feature Releases are delivered twice a year, where all customers are updated to the most current version of the system. To prepare for these Feature Releases, customers are provided perpetual access to a Sandbox Preview tenant where they are able to evaluate new functionality. New features, with the exception of security updates, are delivered in a "toggled off" state (disabled) in order to minimize impact to our customers. This provides our customers the ability to evaluate and determine if and when to turn on new functionality for use in the Production tenant. Patches and fixes are applied to all customer environments during weekly and monthly maintenance windows. Workday applies weekly patches, which typically takes a few hours, on Friday nights. Because Workday customers are configuring their environment, rather than customizing with unique code and logic, Workday can deliver these patches and Feature Releases without disrupting customer environments. In this way, all customers of Workday are always update safe.

- How are upgrades applied?

Workday Response

Because Workday operates in a Cloud model, we perform all of the tasks typically associated with a software upgrade and patching process on behalf of our customers. We refer to these as Feature Releases rather than upgrades to emphasize the difference. In the Workday application, Feature Releases are delivered twice a year, where all customers are updated to the most current version of the system. To prepare for these Feature Releases, customers are provided perpetual access to a Sandbox Preview tenant where they are able to evaluate new functionality. New features, with the exception of security updates, are delivered in a "toggled off" state (disabled) in order to minimize impact to our customers. This provides our customers the ability to evaluate and determine if and when to turn on new functionality for use in the Production tenant. Patches and fixes are applied to all customer environments during weekly and monthly maintenance windows. Workday applies weekly patches, which typically takes a few hours, on Friday nights. Because Workday customers are configuring their environment, rather than customizing with unique code and logic, Workday can deliver these patches and Feature Releases without disrupting customer environments. In this way, all customers of Workday are always update safe.

- What happens to software customizations (e.g., user-defined tables and fields) during the upgrade?

Workday Response

Since Workday's solution is a configurable solution, not a customizable solution, there are no customizations to preserve. Every unique customer configuration is "update-safe" and always carried forward during product updates.

- How long does a typical upgrade take to implement, in an organization the size of the County?

Workday Response

Workday performs maintenance on a weekly basis (Friday nights, 11PM PST). The regularly scheduled maintenance window is 4 hours a week with an additional 4 hours monthly, and an additional 4 hours on a quarterly basis. This planned downtime is predictable as maintenance windows are planned and published a year in advance on the Workday Community. Major feature releases are performed semi-annually during a regularly planned

maintenance window. For the last Workday feature release update, the median time to update a customer was 2.7 hours within the maintenance window.

Reporting & Analysis Tools

- What reporting tools are available?

Workday Response

Workday provides a single reporting framework with the service for reporting and analytics. Workday does not require additional bolt-on business intelligence tools, ETL tools, or data warehouses. Because Workday's reporting goes against the same set of in-memory data objects and singular security model, every report or dashboard is 100% real-time by definition. Workday's report writer is designed to be used by any and all users of the service including managers and employees. Beyond our traditional report writer, Workday provides two other reporting experiences for ad hoc analysis:

- **Worksheets:** provides an excel-like experience for ad-hoc analysis and collaboration between multiple workers if needed.
- **Discovery Boards:** Provides a drag and drop experience for data analysis similar to that of power BI or Tableau.

- What data visualization or dashboarding tools are available?

Workday Response

Workday provides built in dashboard functionality as part of the reporting framework. In addition to the delivered role-based dashboards that Workday provides, Workday customers can build and publish their own metrics and analytics that are available in a browser or via a mobile device. There is no need for additional tools and/or infrastructure to support this. Also, with Workday Discovery Boards, a business user can easily create reports using a drag-drop experience. This visualization board experience is truly ad-hoc with report building at the speed of thought. The business user is restricted to data within their organization and role. Discovery boards can leverage data from financials, human capital management, or external 3rd party information.

- Do the same security definitions apply to the reporting tools as to the main ERP software?

Workday Response

Yes. Workday operates on a single security model that applies to the entire Workday Service including reporting.

- How many standard reports, by module, come "out of the box" with the software? Please provide an attachment that lists your reports to your response.

Workday Response

Workday delivers over 4000 "out of the box" reports across the application. They are developed by Workday and are provided in all Workday customer tenants. Please see **Workday Standard Reports**, attached to this proposal.

Internal Functional and Technical Support

- What is the recommended make-up of the internal (County) functional and technical support team post-implementation?

Accenture Response

The areas of support needed from County staff for a Workday system include configuration and tenant management (such as business processes, reporting, analytics and enhancements, security, and features and updates), program management (including roadmapping, change management and training, and governance), functional areas, and daily maintenance. Support roles will include:

- **Steering Committee** composed of stakeholders and sponsors to provide oversight, review metrics, and oversee roadmap planning
- **Workday Program Manager** to manage all activities in the post-production environment
- **Communications Lead** for managing communications related to the Workday system
- **Release Manager** to review the Workday roadmap and engage with cross-functional teams with each Workday release
- **Functional Leads** to serve as subject matter experts with their respective functional areas

- **Support Personnel** to provide support to the Functional Leads
- **Security Owner** to manage Workday security
- **Integrations Lead** to manage integrations to other systems
- **Training Coordinator** to facilitate ongoing training

Accenture will work with the County to create a Sustainability Plan to help the County start planning early for the action steps needed for long-term success once live on Workday. The Sustainability Plan provides a roadmap to guide the County in planning for future support, communication, and training needs.

Workday Response

After moving to production, your Named Support Contacts will be engaging directly with Support. There are no requirements for any Database Administrators (DBAs) or IT staff required to apply any lengthy upgrades, patches, or fixes.

Most customers develop 1-2 FTE Workday Business Analyst or Administrators in addition to their normal number of IT and DBA staff. Workday Administrators typically are super users. Ideally, and depending on the depth and nature of your selected integrations to vendors or your current systems, the IT and DBA staff will assist with integration testing and support. Skilled in both technology and the business functions they will help support the ongoing imports or exports of data.

Workday provides customers with 24x7 technical support in accordance with our Service Level Availability policy. Our customers' Named Support Contacts submit cases to Workday Support via the Workday Customer Center. A resolution may consist of a fix, workaround, delivery of information, or other reasonable solution to the issue.

- What is the number of staff and skill set required to adequately maintain the system after the implementation partner has left?

Accenture Response

The number of staff will depend on the County team's availability. Accenture will work with the County when developing the Sustainability Plan to identify resources necessary to support the County's users, support collaboration, help define progress, and identify necessary action steps needed to facilitate long-term success after the County is in a live Workday environment. The County will confirm Named Support Contacts, who will be the individuals responsible for opening support cases with Workday. These individuals will complete designated training with Workday.

At each stage during the Workday deployment, Accenture will assess the knowledge and skills of the County team members using a knowledge transfer skills matrix within The Accenture Project Portal. This assessment will cover cross-functional impacts across the Workday project in addition to specific functional areas. This knowledge transfer assessment will help the County determine an appropriate post-implementation support team.

The skill sets required for the roles listed in the previous item are:

Table 2: County Post-Implementation Support Roles and Skills Required

County Post-Implementation Support Role	Skills Required
Steering Committee	<ul style="list-style-type: none"> • Proactive communication and leadership to inspire project success • Timely decision-making on escalated issues
Workday Program Manager	<ul style="list-style-type: none"> • Experience running large-scale systems implementation projects • Ability to manage all Workday-related activities in the post-production environment and proficient decision-making skills • Strong communication and listening skills • Ability to anticipate issues and proactively solve them before project is impacted
Communications Lead	<ul style="list-style-type: none"> • Exceptional written / verbal communication and active listening skills • Ability to clearly articulate messages to a variety of audiences • Ability to establish and maintain strong relationships • Ability to influence others and move toward a common goal • Flexibility and adaptability; ability to work in ambiguous situations at all levels in the organization • Problem-solving and root cause identification skills

County Post-Implementation Support Role	Skills Required
Release Manager	<ul style="list-style-type: none"> • Significant experience in functional area represented • Organization expertise of all processes within functional area and impacts to other areas • Strong written and oral communication skills and decision-making ability • Ability to engage cross-functional teams and provide periodic focus to the Workday releases
Functional Leads	<ul style="list-style-type: none"> • Subject matter expertise and experience in functional area represented • Attention to detail to thoroughly test new processes
Support Personnel	<ul style="list-style-type: none"> • Experience in functional area represented • Attention to detail to thoroughly test new processes
Security Owner <i>This role should be filled by an individual who is part of the existing Security/IT organization responsible for security functions</i>	<ul style="list-style-type: none"> • Understand business requirements around security • Familiar with tenant security setup • Ability to manage network blocks • Ability to serve as point of contact for security events, coordinate internal resources and serve as security advocate, providing feedback and/or driving feature adoption
Integrations Lead	<ul style="list-style-type: none"> • Experience with SOA development and Web Services technologies (XML, XPath, XSLT, SOAP, WSDL, XSD, UDDI, etc.) • Understanding of complete software development lifecycle • Familiarity with concepts of data migration, security, and administration
Training Coordinator <i>Subject matter expertise is an advantage</i>	<ul style="list-style-type: none"> • Experience developing course material • Excellent verbal, written, facilitation and analytical skills • Excellent general computer skills and ability to learn new software quickly

Workday Response

A support team model is a critical factor when designing a strong Workday support team. There are many factors to consider in terms of how Workday will be supported including the model (structure, reporting relationships), governance (oversight, decision making), engagement with different stakeholders, size (number of resources), and skills and capabilities (experience, training).

The most common model used among our customers is the centralized model. In a centralized model, information system resources from Finance, HR, and IT are consolidated, dedicated to Workday, and share a single roadmap for Workday’s software releases. Although these teams are often co-located, they may also have resources working cohesively across geographic locations. This centralized ownership allows for clear team responsibilities, prioritization of efforts, governance, and consistency in approach to engaging stakeholders.

When structuring your Workday support team, consider that team activities generally span across four main areas of work: Program Management, Day to Day Systems Management, Optimization and Innovation and, Change Management. The composition of the Workday support team takes shape as you translate the key activities for these four areas, across defined roles:

- Workday Support Team Owner and Team Leads: Program management, status reporting, governance and compliance
- Functional Analysts: Configuration of business processes, organizations, simple security, simple reporting, tenant management
- Technical Analysts: Integrations management, complex security and reporting
- Change Management Analysts: Stakeholder management, communication, training, readiness, and adoption

In addition, Workday Administrators often support transactional and data responsibilities, but do not always reside on the support team itself. There are no requirements for any Database Administrators (DBAs) or IT staff required to apply any lengthy upgrade patches or fixes. Configuration doesn’t require technical programming skills and can be completed by functional-skilled resources. Integrations are typically supported by technical-skilled resources.

The approximate full-time equivalents (FTEs) required for each of these roles varies by customer based on organizational complexity factors and design during deployment. It is encouraged that you begin to define your

support team staffing plan, and support and governance models as the project begins to ensure alignment with the implementation, and the readiness of processes, tools and team members.

Data Security

- Describe your Security Certifications, Accreditations, Controls and Audits

Workday Response

Workday evidences our policies and procedures (controls) through our current audit reports which is reviewed, tested, and attested by our independent third-party auditor. Workday issues SSAE 18 SOC 1 type 2 audit report semi-annually, SOC 2 type 2 audit report and SOC 3 audit report annually. In addition, Workday is certified with ISO 27001, ISO 27017, ISO 27018, and ISO 27701 standards. Workday is happy to share our current audit reports with prospective customers under a signed Non-Disclosure Agreement (NDA).

- Please include a copy of your most recent SOC 1 Type 2 and SOC 2 Type 2

Workday Response

Workday issues SSAE 18 SOC 1 Type 2 audit report semi-annually, SOC 2 Type 2 audit report and SOC 3 audit report annually. Workday is happy to share our current audit reports with prospects under a signed Non-Disclosure Agreement (NDA) and adequate assurances the reports will be maintained as trade secrets. Workday's SOC 3 audit report is publicly available at

https://www.workday.com/content/dam/web/en-us/documents/workday_soc3_report.pdf

Data Centers

- Where will data centers (production and backup/DR/test/etc.) be located?

Workday Response

The Workday service is delivered via three regions in NA:

- Portland, OR (primary), which fails over to Ashburn, VA (secondary)
- Ashburn, VA (also a primary), which fails over to Atlanta, GA (secondary)

For Workday Learning and Adaptive Planning customers, Workday supplements the co-location data centers by leveraging storage and processing resources provided by AWS. In the United States we use the AWS US West (Oregon) and US East (N. Virginia) regions.

- What Uptime Institute tiers are your data centers for this engagement?

Workday Response

Workday's contractual Service Availability SLA is 99.7%, excluding scheduled maintenance. Workday's service level commitments are set out in the Workday Production Support and Service Level Availability Policy (SLA) (located at

<https://www.workday.com/en-us/legal/contract-terms-and-conditions/index/exhibits.html>).

There are no exceptions to our availability SLA.

- Describe the physical security measures in place, including access to equipment, systems, and operating environments for the data centers that will be used for the County.

Workday Response

Workday co-locates its production systems in state-of-the-art data centers designed to host mission-critical computer systems with fully redundant subsystems and compartmentalized security zones. Workday's data centers adhere to the strictest physical security measures: Requires multiple layers of authentication before access is granted to the server area, Critical areas require two-factor biometric authentication, Camera surveillance systems at critical internal and external entry points, Security personnel monitor 24/7, Unauthorized access attempts are logged and monitored by data center security, Consoles are not used in the data centers, Data Center co-location providers do not obtain logical access to servers. All physical access to the data centers is highly restricted and stringently regulated. Workday data operations use security best practices such as "least access" hardened servers and regularly scheduled maintenance windows.

- Describe infrastructure redundancy and protections against environmental hazards in the facilities used to house the County's data.

Workday Response

Workday's infrastructure is based on an N+1 configuration at all tiers. Workday utilizes redundant ISPs, switches, web servers, application servers, database servers, raid storage, local replication and having all files necessary for doing recovery locally at both the production and the DR site. Workday continues to iterate the delivery architecture in order to improve service resilience. This can be seen primarily through our investment parallel technology stacks our data centers; also known as availability zones. The AZs allow Workday to patch, update, and perform maintenance on the Workday service with minimal disruption of service by cutting over to the parallel availability zone.

- Please include a copy of your Disaster Recovery and Business Continuity plans for production and non-production data centers

Workday Response

Workday maintains a disaster recovery plan for the Workday Production Service in conformance with Workday's most current Disaster Recovery Summary, the current version of which can be viewed by Workday customers on the Workday Community. Workday commits to a recovery time objective of 12 hours - measured from the time that the Workday Production Service becomes unavailable until it is available again. Workday commits to a recovery point objective of one hour - the time between the first transaction that was committed and not recovered and the last transaction that was committed and not recovered. Workday maintains a formal Business Continuity plan which is tested annually to ensure the viability of the plan and to identify programmatic improvement opportunities. All controls are documented and audited within our SOC-1 and SOC-2 reports which can be provided upon execution of a mutually signed NDA.

Application Security

- Describe your process for implementing application security, including:
 - Development lifecycle
 - Static and dynamic code scanning
 - Network and application vulnerability assessment process

Workday Response

Workday is an Agile development house. At the initial scrum, an Application Security Engineer is assigned to the project, executes threat modeling, penetration testing and security documentation. Development projects with a high or critical security impact include threat modeling as part of the design phase. Threat modeling is intended to identify realistic threats and vulnerabilities, or points of weakness, in the application prior to implementation. It is the responsibility of the development team implementing the feature to produce the threat model document. As development proceeds, it may be necessary to revise the threat model as new attack surface may be introduced to the application.

We contract with a leading third-party security firm to perform an application-level security vulnerability assessment of our web and mobile application prior to each major release. The firm performs testing procedures to identify standard and advanced web application security vulnerabilities. Workday leverages a series of internal and external processes and tools to manage the continued enterprise security of the Workday Enterprise Products prior to release. Workday application code is subject to a series of consecutive automated security tests, including recurring static security code analysis tests. This is supplemented by dynamic application security scanning.

External vulnerability assessments scan all internet-facing assets, including firewalls, routers, and web servers for potential weaknesses that could allow unauthorized access to the network. In addition, an authenticated internal vulnerability network and system assessment is performed to identify potential weaknesses and inconsistencies with general system security policies. More details can be found in Workday's SOC-2 which can be provided upon completion of a mutually signed NDA.

Database Security

- Describe your process for implementing database security, including:
 - Database Environment utilized
 - Applied Best Practice security schemas to protect system databases
 - Database vulnerability assessment processes

Workday Response

One of the important design principles is Workday's approach to data storage. Workday decided to maintain core application data in an object-based data model (rather than a relational data model), along with all of the metadata definitions of the application. Individual data fields are stored as part of the object model. When the service starts, Workday loads and maintains object data within an in-memory representation of the object data model. Workday objects are related through primary key / foreign key relationships. Workday provides the Workday Data Dictionary to explore all of the Workday objects, fields, data types, etc. Managing data in an object model that features a rich network of relationships between classes means that Workday reports can offer multidimensional analysis along with data presentation.

For backup and recovery purposes only, Workday data is persisted in a MySQL database, but the schema for that database bears no resemblance to any of our applications (for example there is no Account or Worker table). The schema consists of just a few tables optimized for storing application object state data and metadata. To maximize security, all data access permission comes through Workday's application services. Thus, there is no direct access to the data - not even for IT, or Database Administrators. Using a simplified schema to store transactional data means that we do not have to worry about schema changes for all of our customers when we release new features and perform weekly upgrades.

Workday contracts with third party firms to conduct weekly and quarterly external vulnerability network, system, and application assessments to identify potential weaknesses. External vulnerability assessments scan all internet facing assets including firewalls, routers, and web servers for potential security weaknesses that could allow unauthorized access to the network.

- Describe your data and system backup procedures, including:
 - Ability to prevent on-line attacks to backup systems and/or the protection schema to insure full recovery of backup restorations in case of events such as Ransomware.
 - Ensure data integrity.

Workday Response

Our customers do not access data using direct calls from the database. With Workday, what's important to understand is there are no back doors to customer data. Workday customers leverage the Workday Web Services (WWS) for data query/extraction. WWS are implemented using industry standard web services technology, which encompass WSDL, SOAP, REST, and the Web Service standards. In Workday, all data is validated for data integrity. This includes data entered online and data that is integrated into the Workday service. All data loaded into Workday via web services integration goes through the same validation rules as data entered online thereby providing that data integrity and consistency. Workday also provides Custom Validations for a broad set of fields that are configurable by customers. In addition, the Workday Business Process Framework allows for intermediate validation, review, and approvals in a process.

Workday encrypts every attribute value of Customer Data within the application before it is stored in the database or persistent data stores. This is an inherent design characteristic of the Workday technology. Workday relies on the Advanced Encryption Standard (AES) algorithm with a key size of 256 bits. Each tenant is associated with a unique tenant encryption key. At run time, 3 near-real-time backup copies of all data are maintained, in addition to the copy of that data in production. One of these copies is made in the production data center, and two are made in the DR data center. In addition to these near real-time backups, and as part of the standard Workday SaaS subscription, fully automated daily full backups are performed at both the primary and secondary data center for each customer. Workday performs these backups on behalf of our customers and does not require any downtime.

Workday maintains a comprehensive, written information security program that contains administrative, technical, and physical safeguards that is designed to ensure the security and integrity of each customer's data, to protect against security threats and data breaches, and to prevent unauthorized access to the data of its customers. Workday's comprehensive approach to securing customer data, combined with a complete audit trail of changes

made to application data and our commitment to ongoing independent SSAE 18/SOC 1 type 2 and SOC 2 type 2 audits of key design, development, operational and data center controls, makes Workday your trusted partner. At Workday, we've woven security and privacy into the fabric of everything we do. Workday has implemented a defense-in-depth approach to protect customer's data and provide availability of the Workday Service.

Data Privacy

- Describe what access the software vendor will have to customer (County) data

Workday Response

Workday access to Customer Data is restricted to authorized personnel. Access to customer tenants is granted through the use of three privileged system IDs which are managed by the Environments Operations team. Occasionally, Workday employees in appropriate job roles may access a customer tenant using two-factor authentication to proxy into one of these specified privileged system IDs. The Workday application logs the activity for each privileged user ID and includes a reference to the Workday employee that proxies into the system ID. More detail can be provided with a mutually signed NDA.

- Describe what access external parties (not the vendor or the County) will have to County data.
 - Will the County have authority to approve / deny any requests for County data from any third parties?

Workday Response

External third-parties have no access to the County's data. The customer is the Data Owner/Controller and Workday acts as a Data Processor. The customer has full control over their environment, how it's configured, who can access it, what data comes in, and what data goes out. Workday's role is to provide a highly available environment, one that's secure and performs according to our SLAs.

For clarity, Workday does use subprocessors for certain aspects of certain products and the specifics regarding such subprocessors are set forth in Workday's Universal Data Processing Agreement and the applicable Order Form(s). Workday subprocessors or vendors (such as its data center providers) are not subcontractors. Any subprocessor that Workday engages to process our customers' Personal Data undergoes a thorough information security and data protection due diligence review and agrees to abide by data protection terms no less protective than the Workday Data Processing Exhibit. Workday shall be liable for the acts and omissions of any Subprocessors to the same extent as if the acts or omissions were performed by Workday.

- Describe the software's ability to ensure compliance with the CCPA (California Consumer Privacy Act)

Workday Response

Workday continues to monitor the development of the CCPA and associated guidance from the California Attorney General's Office. To the extent the CCPA applies to Workday's enterprise services, Workday acts as a service provider, which is defined by the CCPA as an entity that processes information on behalf of a business. Workday's customers act as the business, which the CCPA defines as an entity that determines the purposes and means of the processing of consumers' personal information. (These concepts are similar to the data processor and data controller roles under the EU's General Data Protection Regulation.) Under the CCPA, a service provider processes personal information provided by a business for a business purpose pursuant to a written contract, provided that the contract prohibits the entity receiving the information from retaining, using, or disclosing personal information for any purpose other than for the specific purpose of performing the services specified in the contract for the business. Workday's standard master subscription agreement and data protection terms with our customers provide that we can process our customers' data only to provide the services they have contracted for.

- Describe the software's ability to ensure compliance with the HIPAA (Health Insurance Portability and Accountability Act)

Workday Response

Workday does not maintain patient history information and therefore does not fall under typical HIPAA rules. Workday has policies, procedures, and technological safeguards designed to comply with the HIPAA requirements applicable to us as a Business Associate processing the PHI our Customers have entered into the Workday Enterprise Cloud Applications, as detailed below. We've summarized these safeguards, categorized in alignment with the structure of the HIPAA Security Rule: Administrative Safeguards, Physical Safeguards, Technical Safeguards, & Customer-Enabled Safeguards.



Section 6. Implementation Plan

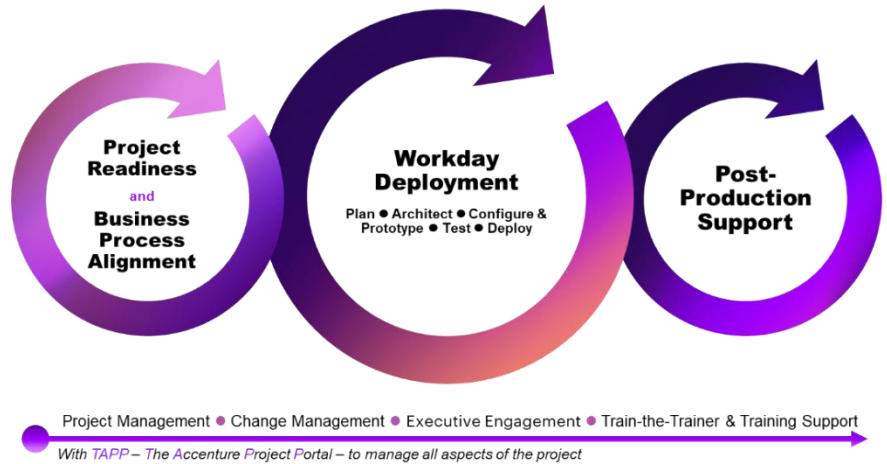
3.3.6. The proposer must present in detail an implementation plan for the proposed solution. The proposer may provide additional elements if they add value to the overall implementation plan. The proposer should also describe any assumptions related to roles, responsibilities, and level of effort expected of County staff. This section must not exceed 20 pages.

Accenture Response

Overall Approach

Accenture’s approach for deploying Workday for the County will begin with **Project Readiness**, our services for helping the County prepare for a Workday system transition, followed by **Business Process Alignment (BPA)**, which is a pre-deployment service to help the County review its current business processes and develop a plan to align to Workday’s standard processes. The **Workday implementation** will begin after BPA is complete, where we will follow Workday’s prescribed Deployment Methodology for system configuration, integration, data migration, and testing support, using the results of BPA to drive design and configuration decisions. Our **project management** services provide guidance and oversight throughout the project and our **change management** services and **Executive Engagement Program** include activities in every stage of the project to support the County’s executives and help manage the changes brought upon the organization by a system transformation project. Our **train-the-trainer** and **training support** services will help prepare the County to deliver training to its end user community. After go-live, we will provide **post-production support** to assist the County with its new Workday system. While BPA is visually represented as the first step in our Workday projects, it is an integral part of the whole deployment, as activities begun during BPA are woven throughout all stages of the Deployment methodology.

Figure 3: Accenture Workday Implementation Approach



We have developed this approach specifically for government based on our experiences working with government organizations like the County. Our early experiences with our public sector clients revealed common characteristics across successful projects: (1) that organizations seeking to modernize their systems have the opportunity to **update their business processes and consequently transform their operations**; (2) that **strong support from an organization’s leadership** has a tremendous effect on the success of a transformation project; (3) that an **engaged client project team** is key to achieving system ownership and self-sufficiency; and (4) successful business transformation **opens the door to continuous improvement**.

Our goal for the County is much more than a simple system replacement – our goal is for the County to reach that fourth characteristic: **business transformation that leads to continuous improvement**. Over the past decade, we have crafted our Workday deployment approach based on these characteristics of success, leading to the development of Project Readiness, Business Process Alignment, our Change Management, Executive Engagement, and Train-the-Trainer programs, and our Project Management approach that features TAPP – The Accenture Project Portal. All of these services and tools work in concert with the Workday Deployment Methodology toward the ultimate goal: County transformation.

The County’s team members will be key to the success of the County’s project and we will work together throughout the County’s project, sharing knowledge and collaborating to help the County achieve self-sufficiency and ownership of its new Workday system. Our goal is to work in partnership with the County to not only transition its system to the Workday solution, but also to help the County’s team embrace and champion the system after go-live.

To stay within the County’s 20-page limit in Section 6, we have provided high-level information on our Workday implementation services in this section and have provided additional detail in [Appendix A](#).

County Roles and Responsibilities

The following table describes the roles and responsibilities for the County project team members for the County’s Workday project. The number of client team members required and their FTE allocations can vary depending on a

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number of factors. In some cases, one individual may have the knowledge and availability for a particular project role; in others, that role may be better shared between two or more people. Our process for determining the number of County personnel required for this project is to work together with the County to help identify an appropriate team for the Workday project. The County should consider these key qualities when identifying the County's project team:

- **Availability:** In our experience, strong and successful teams are able to make the Workday project work a consistent priority
- **Engagement:** Engaged and enthusiastic project team members keep the project moving forward
- **Empowerment:** The County's team members should be empowered to make decisions on the project
- **Knowledge:** The County's team members should have subject matter expertise across all areas of the organization that will be affected by the Workday deployment

In our experience, client project teams built around these attributes become a foundational success factor for their Workday implementations. We will work with the County, using our **Resource Capacity Tool** and considering the four factors just described, to help the County assemble a project team appropriate for the final confirmed scope and timeline.

Table 3: County Roles and Responsibilities – Workday Project

County Role	Responsibility Summary
Executive Sponsor(s) / Executive Committee Estimated Level of Effort 4-6 Team Members at .05 FTE each	Responsible for championing the project and providing executive-level oversight. Ensures that appropriate County personnel are available for the project. Sets direction, resolves issues, participates in meetings, signs off on deliverables, and provides governance for any changes in scope.
Project Manager Estimated Level of Effort 1 Team Member at 1.0 FTE	Responsible for managing the project to completion with the Accenture Project Manager. Develops and manages the project work plan in collaboration with the Accenture Project Manager. Sets deadlines, manages issues log, assigns responsibilities, escalates issues, signs off on key deliverables, and leads Steering Committee meetings.
Functional Leads Estimated Level of Effort 6-8 Team Members at 4.5 to 5.5 FTE total	Play a key role during the workshops. Lead the functional team for a specific functional area(s) and perform a variety of functional lead responsibilities including business requirements, reporting, data, configuration, testing, and training
Subject Matter Experts (SMEs) Resources representing areas of functional expertise Estimated Level of Effort SME allocations to be determined based upon available, knowledgeable County staff	Participate in BPA workshops to understand Workday business processes. Perform subject matter expert responsibilities involving functional requirements, legacy system reports, data, testing, training, and participating in prototype workshops.
Testing Lead Estimated Level of Effort 1 Team Member at 0.45 FTE	Contributes to the Testing Strategy and Testing Plan with support from Accenture. Coordinates all testing activities including the creation of test scenarios and executing testing to populate in collaboration with Accenture
Workday Application Security Administrator Estimated Level of Effort 1 Team Member at 0.25 FTE	Defines the overall security approach and gathers information from agencies. Defines and updates security groups by working with the Accenture functional consultants. Defines and maintains domains and business process security policies by working with the Accenture functional consultants. Tests security group membership. Analyzes and audits security policies and procedures. Activates pending security policy changes.
Integration Developers Estimated Level of Effort 1+ Team Members at 1.6 FTE total	Responsible for providing technical knowledge and expertise related to County integration requirements. Completes requirements and design specification documentation for integrations for which the County has responsibility (if applicable). Develops and tests integrations and reports. Validates the County environment regarding to integrations.

County Role	Responsibility Summary
Prism Technical Lead (if Prism included in scope) Estimated Level of Effort 1+ Team Members at .5 FTE total	Responsible for providing technical knowledge and expertise related to current systems used by the County. Leads the data transformation from the legacy systems to Workday with support from County functional leads. Builds the data transformation programs from legacy systems. Leads data validation activities. Builds custom reports
Data Migration Lead Estimated Level of Effort 1+ Team Members at 1.7 FTE total	Responsible for providing technical knowledge and expertise related to current systems used by the County. Leads the data mapping activities from the legacy systems to Workday with support from County functional leads and SMEs. Builds the data migration programs from legacy systems. Leads data validation activities
Reporting Developers Estimated Level of Effort 1+ Team Members at 0.50 FTE total	Develop and test reports for which the County has responsibility
Change Management Team Estimated Level of Effort 1+ Team Members at 0.50 FTE total	Facilitates and leads the Change Ambassador Network. Works with the Accenture Change Management / Training Lead on a variety of activities including strategy, communications, impact analysis, training strategy, needs assessment, content development and logistics/delivery of train-the-trainer and training delivery.
Trainers / Content Developers Estimated Level of Effort 1-2 Team Members 0.45 FTE total	Reviews the training curriculum for content design. Develops educational content required for the training effort. Participates in the population of the data into the training tenant if applicable. Assists with the review of training materials. Participates in the Train-the-Trainer program. Delivers end-user training classes.

Accenture’s Roles and Responsibilities

The following table documents the roles and responsibilities for the Accenture deployment team. Accenture will work with the County to reasonably allocate resources from both the Accenture and County teams in order to effectively support project needs. Accenture will determine final assignments after completing a contract and statement of work. Assignments will depend on the final scope and timeline.

Table 4: Accenture’s Roles and Responsibilities – Workday Project

Accenture Role	Responsibility Summary
Quality Assurance Director	Conducts quality assurance review and verifies that the project is delivering to stated requirements
Delivery Lead	Maintains an ongoing relationship with County executive contacts, works with Accenture’s management team, and works on escalated issues and mitigation approaches.
Project Manager	Responsible for collaborating with the County Project Manager to manage the overall project to completion.
Functional Consultants	Lead workshops, validate business process design, gather functional and reporting requirements, document functional requirements for integrations, configure Workday, support testing, data migration, and integration efforts, and share knowledge with County counterparts.
Integration Consultant	Responsible for integration strategy, leads workshops, supports design, development, and configuration of integrations, including developing and testing Accenture-owned integrations and supporting the County’s integration developers on County-owned integrations, provides knowledge sharing to County integration developers.
Data Migration Consultant	Delivers data workshop sessions, builds EIBs or iLoads for data migration for each build, loads County data into Workday, and resolves data-related issues during migrations with support from the County and Accenture team members.
Reporting Consultant	Delivers the reporting workshop and supports County report developers.
Change Management / Training Lead	Leads and supports change management activities throughout the deployment in collaboration with the County change management team, including conducting the PACT™ assessment, leading workshops, and developing strategies, plans, roadmaps, and other change management deliverables. Facilitates the train-the-trainer program for County trainers and provides support to County content developers.

General Implementation Approach

The County expects the proposer to provide a detailed plan for implementing the proposed system including:

- Proposed implementation steps within each phase

Accenture Response

High-Level Phases and Stages

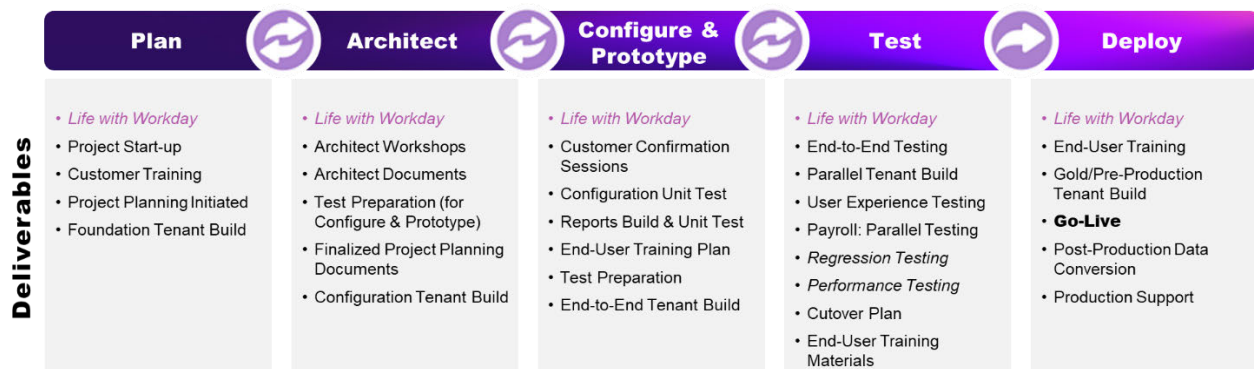
The Workday implementation project will be composed of the following services and phases/stages:

1. Project Readiness: Our step-by-step guided approach to helping the County prepare for the Workday deployment. We will work with the County’s project manager on confirming goals and objectives, reviewing the governance structure and resourcing, and planning for executive engagement. Project Readiness will also include gathering current County policies and documentation, determining security requirements and mobile policies, gathering and reviewing technical information, planning Workday project team training, and planning for collaboration tools. [Change Management](#) begins on day one of the project.

2. Business Process Alignment (BPA): Accenture’s proprietary 5-phase service for reviewing current County business processes, Workday’s standard business processes, and developing an alignment and change management plan for each process. The phases of BPA are I: Planning; II: Day in the Life; III: Workday Business Process Overviews; IV: Alignment; and V: Summary Report and Presentation. Change Management and Executive Engagement Please see [Requirements Validation and Future State Visioning](#) for more information.

3. Workday Deployment: The Workday Deployment Methodology, with the five stages as detailed below:

Figure 4: Workday Deployment Methodology



Accenture and the County use the results of BPA to drive configuration decisions.

4. Post-Production Support: The Accenture team assigned to the County’s deployment project will provide support assistance to the County after go-live. The County will have the option of engaging Accenture for ongoing Optimization support services following the Post-Production Support period.

Timeline

We have taken this opportunity to recommend a timeline that will meet the County’s goal of “optimistic, yet realistic expectations” as noted in Attachment 18, Foundations of Thinking. We propose a “Win Early Win Often” incremental phasing approach to provide lead time for the County’s team to learn Workday and acclimate to the changes. We acknowledge that the County has stated in the RFP a desire for overlapping deployment phases, which we have provided in our timeline below. In our experience with other government organizations, we are cognizant of how County resources could become constrained as the project progresses. To provide the County resources time to focus on each phase of the project, we recommend a timeline that does not overlap phases and are happy to discuss timeline options with the County.

Phase I

- **Scope:** Core Finance, Customer Accounts and Contracts, Supplier Accounts and Contracts, Projects and Grants, Procurement, Inventory, Expenses, Banking and Settlement
- **Durations:** 2-month Business Process Alignment + 11-month Workday deployment + 1-month post-production support

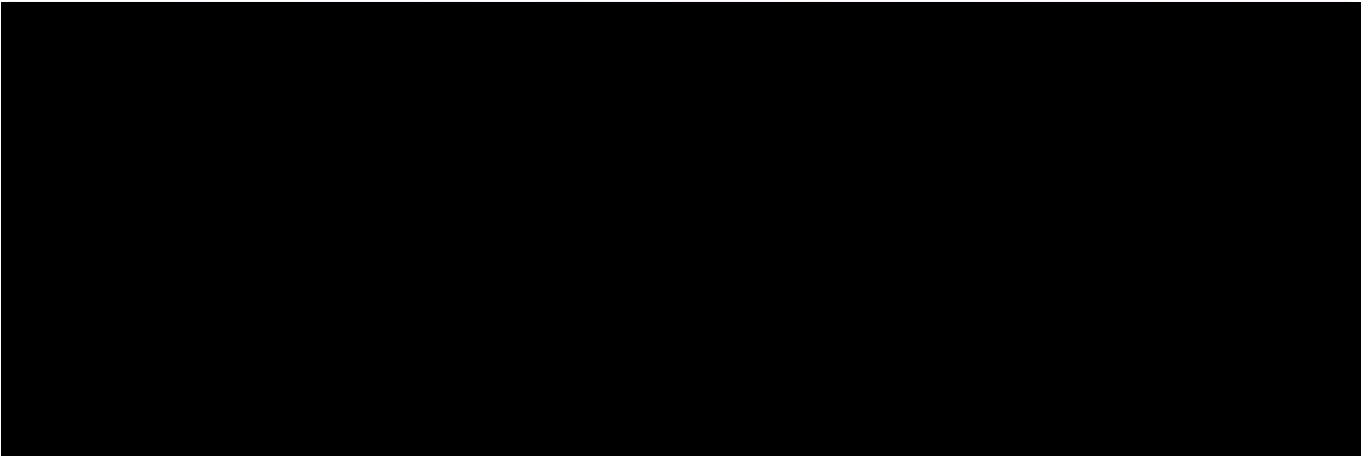
Phase II: *Overlaps with Phase I, beginning eleven (11) months into the implementation*

- **Scope:** Core HCM, Compensation, Onboarding, Benefits, Absence, Payroll, Time Tracking, Recruiting, Talent, Performance and Learning
- **Durations:** 2-month Business Process Alignment + 12-month Workday deployment + 1-month post-production support

Phase III: *Begins after Phase II*

- **Scope:** Planning
- **Durations:** 5-month deployment + 1-month post-production support

Figure 5: Deployment Timeline – **CONFIDENTIAL**



- Description of implementation tasks and activities and resulting deliverables

Accenture Response

The following tables describe the activities, tasks, deliverables, and milestones for both County and Accenture personnel throughout the project. These tables align with the project approach described in **Requirements Validation and Future State Visioning** (Business Process Alignment) and **ERP Solution Design**, beginning with Business Process Alignment and proceeding through the Stages of the Workday Deployment Methodology (Plan, Architect, Configure & Prototype, Test, and Deploy). Post-production support deliverables occur throughout the project and are included in the Deployment stages. Please see **Appendix A** for expanded detail on these items.

Table 5: Deliverables and Milestones Summary

Stage	Deliverables	Milestone
[Redacted Table Content]		

Stage	Deliverables	Milestone	
Plan	<p>Accenture-Owned, County Contribute:</p> <ul style="list-style-type: none"> Project Management Plan Initial Deployment Data Gathering Workbook Integration Discovery and Tracker Foundation Tenant 	<p>County-Owned, Accenture Contribute:</p> <ul style="list-style-type: none"> Project Charter Document <p>Shared Ownership:</p> <ul style="list-style-type: none"> Project Kickoff Plan Stage Signoff 	Completion of the Plan Stage
Architect	<p>Accenture-Owned, County Contribute:</p> <ul style="list-style-type: none"> Configuration Design Data Migration Strategy Document Tenant Management Plan 	<p>Shared Ownership:</p> <ul style="list-style-type: none"> Test Plan and Schedule Integration Requirements and Field Mapping Document Deployment Data Gathering Workbook Configuration Tenant Architect Stage Signoff 	Completion of the Architect Stage
Configure & Prototype	<p>Accenture-Owned, County Contribute:</p> <ul style="list-style-type: none"> Report Workshop <p>County-Owned, Accenture Contribute:</p> <ul style="list-style-type: none"> Conduct Customer Confirmation Sessions Test Scenarios 	<p>Shared Ownership:</p> <ul style="list-style-type: none"> Completed Unit Tests Developed Integrations Final End to End Tenant Configure & Prototype Stage Signoff 	Completion of the Configure & Prototype Stage
Test	<p>Accenture-Owned, County Contribute:</p> <ul style="list-style-type: none"> Completed Smoke Tests <p>County-Owned, Accenture Contribute:</p> <ul style="list-style-type: none"> Completed End-to-End (System) Testing (Accenture support) Completed User Experience Testing (Accenture support) Completed Payroll Parallel Testing 	<ul style="list-style-type: none"> End User Training Content Development <p>Shared Ownership:</p> <ul style="list-style-type: none"> Parallel Tenant Cutover Plan Test Stage Signoff 	Completion of the Test Stage
Deploy	<p>County-Owned, Accenture Contribute:</p> <ul style="list-style-type: none"> End User Training Delivery 	<p>Shared Ownership:</p> <ul style="list-style-type: none"> Gold/Pre-Production Tenant Completed Go-Live Checklist Go-Live Authorization Form Deploy Stage Signoff 	Completion of the Deploy Stage

- Advantages and risks of the proposed plan

Accenture Response

Advantages

Accenture’s approach to Workday deployments offers the following benefits:

Review and alignment of business processes: Accenture’s [Business Process Alignment \(BPA\)](#) will provide the County with an opportunity to review its key current HCM, Payroll, and Financial business processes and align them with Workday configurable, industry leading practice business processes while considering the specific requirements that the County will need to maintain, such as local laws and policies. BPA also provides an opportunity to review, confirm, and accurately plan data and integrations.

Focus on County executive engagement: One of the most important factors for a successful Workday implementation is **executive engagement and sponsorship from the beginning of the project**. Executive engagement and leadership have shown to be major factors in an organization’s adoption of a system. It is critical that executives of an organization are aligned and invested in the technology and business change and the positive impacts the change will have on the organization. Organizations are invigorated by a common vision and strategy and that inspiration is driven from the top down. Our [Executive Engagement program](#) (an optional service) will build on the County’s vision for Workday, develop awareness among the County’s executives of the value potentials in the Workday solution, and help the County’s leadership recognize ongoing innovation opportunities as Workday provides added functionality with its semi-annual releases.

Knowledge sharing: Accenture’s objective is to help each client achieve self-sufficiency with the new system at the end of a Workday deployment. To support this process, Accenture has developed a collaborative knowledge sharing approach that occurs throughout the Workday deployment. This approach begins prior to the deployment project with Business Process Alignment and continues throughout the project with change management and knowledge sharing activities that occur in every stage. We view the client team as vital participants in the project with whom we are working toward common goals of system ownership, self-sufficiency, and a future of continuous improvement.

Leading practice-based approach with iterative testing: Workday delivers over 450 pre-defined business processes with associated roles and security within a standard tenant as the starting point for the design process. We understand that every organization has specific requirements, both external laws/policies and internal processes. During the Configure & Prototype stage of the engagement, Accenture and the County will work together to iteratively test the configured software to assess whether it meets the County’s stated requirements. If a configuration does not meet the stated requirements or Accenture and the County determine that there is a better way to configure the solution, the team will work together to update and retest the configuration.

Change readiness with the PACT™: Accenture uses the PACT™ Change Readiness Assessment to build on the County’s prior accomplishments and help prepare the County for future sustainable success. The PACT™ is a SaaS change readiness assessment tool that helps our Workday clients identify challenges and opportunities specific to their organizations. The quantitative results of the change readiness assessment drive County communications, organizational readiness, organizational culture, sustainability, and performance support and help County staff to embrace the change inherent in the Workday solution.

Project management: Our approach to Project Management is one of facilitator and coach. Our Project Manager will work jointly with the County’s Project Manager to execute planning, architect, configuration and prototyping, testing, and deployment strategies. We have an experienced PMO office with Workday-certified Engagement/Project Managers to help guide the County’s personnel through the deployment process using leading tools. We will leverage the Workday methodology and tailor to the County’s business environment. Our Project Managers have cross-functional business, technical, and leadership skills, which allow them to scale their approach to the organizational needs of clients like the County.

Risks

We leverage our experience on previous projects to identify and mitigate common project challenges. One key step in this effort is establishing a solid project plan from the outset. Risk factors, however, present throughout the typical project. It is important to anticipate, understand, and appropriately plan for challenges as they emerge. We approach each project with a set of common guiding principles for risk mitigation to help limit project challenges:

Figure 6: Common Guidelines for Reducing Project Risk



Our approach to managing risks involves meeting within the Project Management Office (PMO) and reviewing common project risks for applicability. Accenture’s PMO has identified standard risks that we monitor on every project and then inventories and analyzes additional County-specific risks that may need to be included in the overall risk management plan. The PMO then assigns a probability and an impact severity should the risk occur, prioritizes the risks, and develops a plan for mitigation. The PMO discusses and updates risks monthly. If a risk occurs, the PMO includes the risk in an Executive Leadership Report for escalation and mitigation. Any additional risks that may be identified during the project will follow the same process. The Accenture Project Portal (TAPP) provides constant risk monitoring and analysis for the project, as well. Please see the [Project Management](#) section for more information on TAPP.

- Approach to implementing in a mandatory remote/offsite work setting due to something beyond our control (e.g., pandemic guidelines)

Accenture Response

Our standard approach to Workday deployment projects includes a mix of onsite and remote work. Since the beginning of the pandemic, our projects have been successfully operating on a 100% remote approach, including several new project startups. All project delivery activities have always had the capability of and are currently being completed virtually, using The Accenture Project Portal, video conferencing tools, whiteboarding, and in-tenant activities. Workday's Deployment Methodology is built around a remote approach and prior to COVID-19, most of our Workday projects already employed a partially remote model. We are proud to announce that Accenture successfully led the **first fully-remote go-live for a Government client** with the City of Georgetown, TX's April 2020 go-live of Workday Financials.

If this project begins during a period of physical distancing, Accenture will work with the County to develop a plan for completing the tasks that are typically performed onsite. Otherwise, Accenture and the County will follow our standard process, described below, which includes both onsite and remote work.

Standard Onsite/Offsite Approach

Accenture's goal is for our consultants' onsite time to add value to the County's project by supporting the County's project team. Accenture's Project Manager and consultants will be on site with the County to facilitate design and delivery of the County's stated requirements including tasks such as workshops, design sessions, and scheduled testing/knowledge support. Tasks such as independent tenant configuration and testing, data migration, and documentation development are completed remotely.

For services that are delivered remotely, our consultants will continue working with their County counterparts through regularly scheduled and as needed phone calls and via application sharing tools such as Microsoft Teams. The Accenture and County Project Managers will work to develop an on-site/off-site schedule during the Plan stage of the project.

- Approach to running legacy applications and the ERP software during the transition period, if any are proposed

Accenture Response

The Workday deployment approach has been designed to avoid the challenges of running parallel systems. The one exception in regard to parallel processing is payroll. Validating that the output from the Workday payroll system reasonably matches what is calculated by the County's legacy payroll applications is important. Our testing approach includes two parallel payroll test cycles. Testing includes the loading of all relevant data from third party systems via data migration or interfaces into Workday, running payroll in both systems, running detailed validation reports in both systems, identifying discrepancies, analyzing the discrepancies, and determining why they happened.

Project Management

The County expects the implementer to provide project management resources to ensure the successful implementation and go-live of the proposed solution. The proposer's implementer project team will work with the County's ERP Project Management Office. The proposer should describe the implementer's approach to the following:

- Documenting and managing configurations
- Ensuring that implementation of the solution is delivered on time and within budget
- Coordination and communication between all stakeholders
- Managing and escalating project scope changes, actions, issues, risks, and decisions throughout the project
- Use of project management tools and accelerators

Accenture Response

An Accenture Project Manager will work with the County's Project Manager throughout the project to provide project leadership. We will employ a County/Accenture collaborative project governance structure that will include a Steering Committee and Project Managers for the County's Workday deployment. The Steering Committee will include County and Accenture Project Sponsor(s), County leaders from key stakeholder organizations, and County and Accenture Project Managers. The Steering Committee and Project Managers will provide centralized and coordinated project oversight and management with activities that include establishing project vision, monitoring compliance with project standards, project health reporting, risk and issue management, resource management, coaching and mentoring, and quality management services.

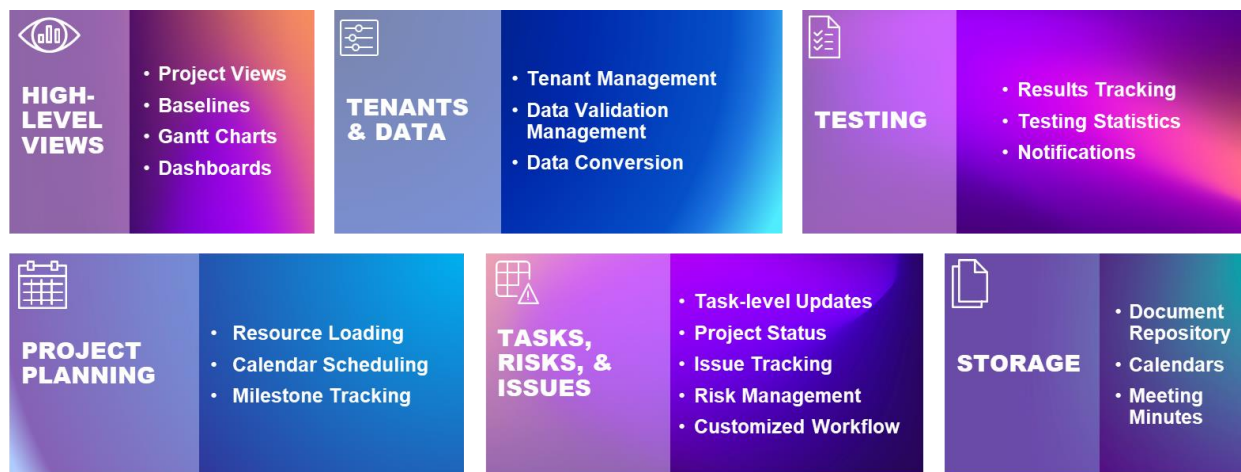
Accenture LLP

The Accenture and County Project Managers will create a high-level project plan during BPA, defining the project’s scope, milestones, timeframes, and resources. Accenture and the County will then use the BPA results during the project Plan Stage to develop the overall WBS Gantt that will govern the project. Throughout the project, the Accenture Project Manager will monitor a number of metrics to track progress and objectively evaluate overall project status and functional area statistics including project task percent complete, test tracking, decision tracking, integration tracking, data migration scorecards, and project knowledge repository and transfer. The Accenture Project Manager will provide these metrics to the County Project Manager and Steering Committee as part of the collaborative project governance process.

Tools and Accelerators: TAPP – The Accenture Project Portal

We have developed a robust project management tool to serve as the **unified center of communication and documentation for our Workday projects**. The Accenture Project Portal (TAPP) has been designed specifically for the deployment of Workday projects and contains information that provides a jump start on many project-related activities. TAPP eliminates the need for multiple systems, spreadsheets, or separate repositories. TAPP will be available to all of the County and Accenture project team and Steering Committee members. The County will have the opportunity to review this tool prior to starting the Workday deployment.

Figure 7: Project Portal Features



Tools and Accelerators: The Resource Capacity Tool

We developed the **Accenture Resource Capacity tool** to help our clients with staffing. The Accenture Resource Capacity tool provides a visual overview of the short- and long-term client project staffing needs and is designed to provide County management with lead time to shift work, provide backfill, or reassign tasks as appropriate throughout the Workday project. The Resource Capacity tool compares County staffing levels that will be needed for the project with the work schedules, availability, and planned time off of the County’s project team members. The tool produces a graph of staffing levels as well as a red/yellow/green view of County staff available and compares this information to project resource needs. Accenture and County project managers can use the Resource Capacity tool to anticipate and plan for staffing constraints and help the County stay on track with project deployment.

Please see [Appendix A](#) for more information on Project Management.

Workday Delivery Assurance

Workday Response

Workday Delivery Assurance connects the County with experienced deployment and project management experts who ensure that the County’s project is on track and the County system is optimally configured. These experts identify potential problems early and apply lessons learned on prior Workday deployments to steer the County’s project to success.

Requirements Validation and Future State Visioning

As part of its move to the ERP system, the County expects to standardize processes and eliminate redundant systems. The proposer should describe the implementer's approach to the following:

- Conducting visioning sessions with multiple stakeholders
- Working with different departments to redesign business processes and policies
- Updating the Requirements Traceability Matrix
- Conducting a fit-gap analysis and addressing any gaps

Accenture Response

Business Process Alignment

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[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Requirements Traceability Matrix

When our clients wish to include a requirements traceability matrix in their projects, Accenture works with the clients to develop a plan for tracking requirements and the clients maintain ownership of the matrix. We recommend that the County follow this approach. We will assist the County in developing a plan for tracking requirements and County personnel will have responsibility for maintaining the matrix.

ERP Solution Design

The County expects the proposer to describe the implementer’s approach to the following:

- Coordinating and facilitating design and configuration sessions
- Designing and managing configurations within the ERP system

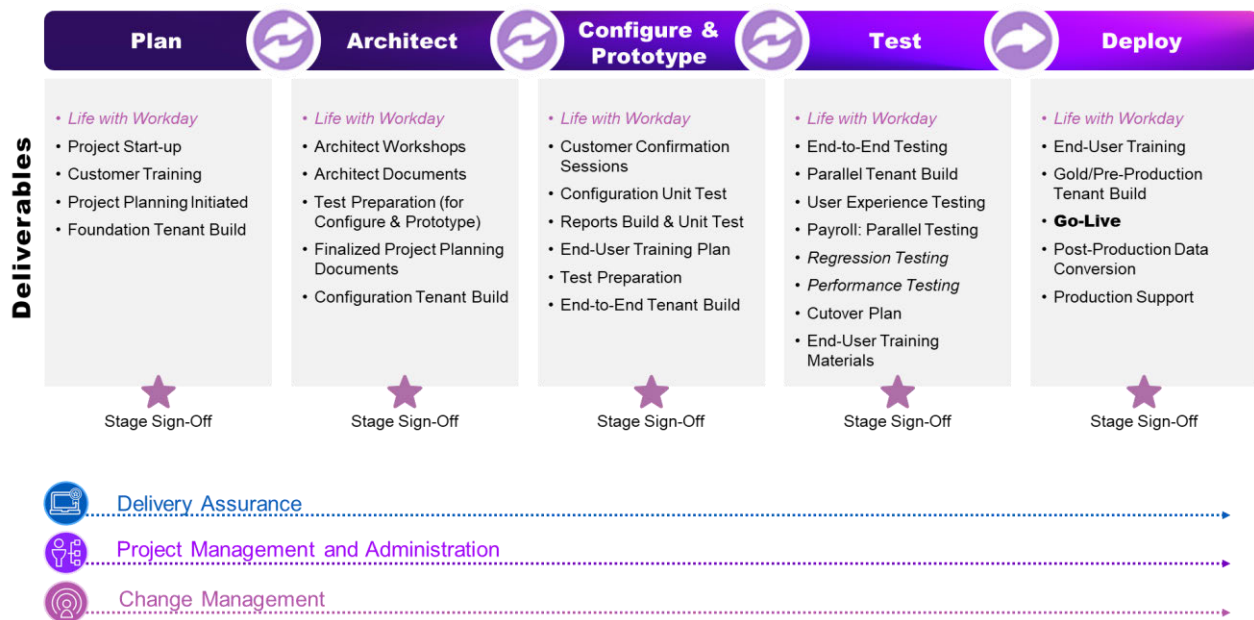
Accenture Response

Following the completion of Business Process Alignment, Accenture and the County will commence the stages of the Workday deployment following Workday’s Deployment Methodology. Workday’s Deployment Methodology is a deliverables-based approach that is supported by a toolkit of planning documents, activities, configuration templates, and techniques to deploy Workday applications effectively and provide knowledge sharing to County personnel throughout the project. The County and Accenture will use the results of Business Process Alignment during deployment. Change management activities begun during BPA continue throughout the stages of deployment.

The Workday Deployment Methodology includes design and configuration sessions, as well as the build and configuration activities requested in the next section. We are including the full methodology here to provide an overview of the project steps, from the Plan Stage through the Deploy Stage.

The figure below provides an overview of the Workday Deployment Methodology:

Figure 9: Workday Deployment Methodology



Please see [Appendix A](#) for more information on the activities in the Deployment Methodology stages.

ERP Solution Development and Build

The proposer should describe the implementer's approach to the following:

- Performing development, build and configuration activities within a cloud-based ERP system

Accenture Response

Development, build, and configuration activities will occur during the Architect and Configure & Prototype Stages described in the previous section. Accenture will iteratively build Workday tenants during the deployment project. Our build process is described in the [Data Conversion and Migration](#) section below.

- Demonstrating solutions early and iteratively

Accenture Response

Our Workday deployment approach focuses on knowledge sharing between the Accenture consultants and the County project team throughout the project. Accenture will demonstrate the Workday solution during Phase III of BPA, Workday Business Process Overviews, prior to the start of the Plan Stage of the Workday deployment.

- Organizing completed builds and configurations into major releases or versions

Accenture Response

Accenture will complete multiple Workday tenant builds throughout the project. Please see the [Data Conversion and Migration](#) section below.

- Demonstrating major releases or versions to users and project stakeholders Developing and rolling out approved major releases or versions

Accenture Response

The functional teams will deliver Customer Confirmation Sessions to an expanded County audience. These sessions serve to introduce a broader group of users to the initial County solution and allow non-project team members (subject matter experts) to voice their questions and concerns providing the functional teams with solid feedback on requirements that have been missed or are nuanced and the change management team a method to identify areas and/or individuals who may be initially resistant to the changes associated with the new solution.

Workday Response

At Workday, our goal is to deliver functionality at a rapid pace to provide you with the functionality and enhancements you need, while being mindful of your busy schedules and mission critical business processes. We deliver product features and services in two ways:

- **Weekly Service Updates** - which occur within the weekend maintenance window and deliver timely fixes and enhancements that are non-impactful to customers.
- **Feature Releases** - delivered on a 6-month schedule, which contain a significant number of new features and functionality; these features are delivered "turned off", so you can review them before putting them into production.

Below we provide further insight into what is appropriate for delivery in a Weekly Service Update and in contrast what we will target for a Feature Release.

Weekly Service Update

- Net new features or enhancements to existing functionality
- Minor UI modifications (e.g., field spacing, font sizing, text shading, drop-shadow weight)
- Architecture and Data Center improvements
- New capabilities like the ability to cancel a background report
- New Reporting components (Report Fields and Report Data Sources)
- New web services or updates to existing web services
- Payroll Compliance Updates
- Bug fixes
- All of the above are documented in the Weekly Service Update Notes

Feature Release

- Net new features
- Enhancements to existing functionality, including UI improvements
- New web services or updates to existing web services
- Bug Fixes
- New Products
- A 5-week preview window leading up to the Feature Release date to test, plan and build communications for the upcoming release

Workday provides access to Preview tenants where we will continue to introduce features between Feature Releases. Preview tenants allow you to try out features and test alongside your own configurations, provide feedback to us, and learn about them in advance of their availability in Production.

System Integrations

The County expects the implementer to design and develop system integrations. **Attachment 9 – Technical and Integration Requirements** provides a list of the applications that need to potentially integrate with the new solution. The proposer should describe the implementer's approach to the following:

- Verifying integration requirements with other applications
- Identifying and/or confirming applications that should integrate with the new ERP system
- Integrating the ERP system with other applications integration tools, integration methods, and integration standards

Accenture Response

Our recommended approach to integrations is for the County and Accenture to share integration development responsibilities. This approach is designed to support knowledge sharing between the Accenture and County teams and help the County become self-sufficient with the Workday system by go-live. The Accenture and County teams work together throughout the project so that Accenture consultants can provide assistance to County integration developers as they are developing the integrations.

Our integration consultants will present an integration strategy to the County to help our combined teams develop an understanding of the County's current integrations that may be needed in the Workday environment. Our integration team will work closely with the County team to understand the County's short, medium, and long-term integration strategy, integration patterns, integration standards, and business practices. Accenture and the County will work together to identify the common object model, business services, and business events needed to implement the integrations for the Workday project. During BPA and the Architect stage of the Workday deployment, Accenture and the County will identify, prioritize, and assign responsibility for the final list of integrations through integration discovery and design sessions. Accenture and the County will then build, test, re-configure, and re-test the integrations during the Configure and Prototype Stage until the integrations are validated to meet the County's stated requirements. The Test Stage confirms that the integrations are ready for production and the Deploy Stage marks the delivery of the integrations to the County through go-live.

Workday provides four different integration tools that support different integration strategies including Service Oriented Architecture (SOA), Event Driven Architecture (EDA), and batch processing. The Workday integration tools are:

Web Services APIs: Programmatic public API to support real-time inbound/outbound integrations. Provides out of the box business services utilized by a Service Oriented Architecture (SOA)

Workday Studio: Integration development tool to build customizable integrations to and from Workday

Enterprise Interface Builder (EIB): Provides graphical and guided interface to define inbound/outbound integrations without programming. Used for inbound and outbound batch integrations.

Integration Network: Pre-built integrations for common integration points including third party benefits and payroll providers and common financial institutions.

Data Conversion and Migration

The County expects the proposer to support the conversion of both electronic and manual data into the proposed solution. The proposer should describe the implementer's approach to the following:

- Identifying and mapping conversion data
- Extracting, transforming and loading conversion data
- Managing the conversions including coordinating with County departments
- Retaining legacy data
- Validating and reconciling converted data

Accenture Response

To help mitigate risk and keep our projects on track, data migration is a key focus area for our projects. We know that data can be challenging and that is why we have a "tough on data" approach. We know that a seemingly straightforward data extraction exercise can have unforeseen challenges – even when new tools to accelerate are used – and that can delay a project. We understand that the best way to mitigate risk with data is to do the work up front with the proper lead time to address data issues. That is why we start the data process in Business Process Alignment, before the Workday deployment stages begin, to provide the lead time needed to properly work through the data migration tasks and help our clients through the challenges that may arise as they extract data from their legacy systems. Our data consultants have experience working with clients migrating from a wide variety of legacy systems and we continually leverage that experience for our new clients.

We understand others propose to bring data conversion accelerators, but we have found that there is **no substitute for experience**. Our team of data migration consultants has successfully helped **40+** other government clients migrate their data from their legacy systems and go live with Workday and we will bring this experience to the County's project.

Tackling Common Challenges

We have worked with our clients through a variety of challenges, such as identifying the system(s) of record and managing technical and functional resource availability to create and validate the data files needed for conversion. Our data migration approach leverages our decade of experience migrating data for the public sector and that is one of the reasons for our track record of successful Workday deployments. We start early, guide and support our clients through their tasks, **tackle challenges as a team**, and work together through our process toward go-live.

Our Data Migration Process

During Business Process Alignment (BPA), Accenture and the County will develop a high-level understanding of the County's data requirements in their planned Workday applications. Accenture will provide the County with a listing of data focus areas based on the scope identified by the County, as well as options and examples for performing data cleanup, data validation, and history requirements. The County can use this information to begin data cleansing, data validation and data mapping.

We will help the County to develop a Data Migration and Validation Strategy, which will determine what data should be migrated based on the scope of the project. During BPA and following the functional design sessions, Accenture will provide the County with required data elements and formats that the County will extract into as necessary to execute the Data Migration and Validation Strategy. The County will create and run validation and mapping routines to transform the County's data into a format that is compatible with Workday's Data Loader tools. Accenture will take the templates with the transformed legacy data provided by the County and, using the Data Loader tools, will load the data into the Workday tenant. When that process is complete, the County will validate the data in the Workday tenant with the assistance of Accenture resources.

The County will perform full data migration cycles (legacy extract through validation of data within Workday) several times during each stage of the project. Accenture will build a Foundation Tenant, Configuration Tenant, End to End Tenant, Payroll Parallel Tenant, and Pre-Production Tenant.

Please see [Appendix A](#) for more information on data migration.

Retaining Legacy Data

We include in our services a historical data migration workshop to identify, evaluate, and decide on how to effectively address an organization’s data retention needs. Accenture will provide pricing for historical data services once the County has determined its desired approach.

Accenture’s Prism Starter Package (optional) is designed to introduce the County to Workday Prism. The Accenture Prism Lead will deliver a workshop to the County and work closely with the County to design and build one of the identified use cases and corresponding reports. Our approach emphasizes collaboration and knowledge sharing to help the County develop understanding and skills with Prism.

Premier International: Accenture’s Recommended Data Assistance for the County (optional)

We recognize that data extraction and validation – which is managed by County personnel – is a risk factor for any project. Accenture has partnered with Premier International (Premier) to offer a solution to the data migration effort. Understanding risk factors is the first step; resolving them requires defined processes and extensive planning. Premier leverages decades of experience in transformational projects to create the unique combination of highly skilled professionals and proprietary software, Applaud®, which is specifically designed for an Extract, Profile, Analyze, Cleanse, Transform, and Load (EPACTL) conversion framework. Premier assumes the technical role of extracting data from the legacy systems and transforming it into the ready-to-load Workday format, implementing an approach which consists of several phases designed to ensure that the conversion process (including cleansing, transformation, load, and reconciliation) is predictable, repeatable, and highly automated. This approach frees up County resources, allowing them to focus on Workday; the business processes and functionality that must be maintained after go-live, rather than spending energy on the development of the one-time data migration.

The County would contract separately with Premier for Premier’s services and we have not included pricing for Premier in this proposal. If the County is interested in learning more about Premier, Accenture would be happy to facilitate discussions.

Testing

The proposer should describe the implementer’s approach for the following:

- Developing and executing a testing strategy
- Developing test cases, test scripts, and test data
- Executing various types testing and reporting on results

Accenture Response

Accenture’s approach for testing during the Workday project is to help the County plan the testing and advise the County on the content of test scripts to support County personnel who will conduct the actual testing. The process of testing during the Workday project begins early in the Plan Stage. The County will identify a Testing Lead, who will meet with project managers to discuss and coordinate objectives and activities related to the testing process. The County and Accenture will work together to create the Test Plan and Schedule to guide the testing efforts throughout the project. This strategy will include a detailed approach, resources required, and acceptance criteria for testing. An additional payroll parallel plan will document the path to achieve accuracy of payroll processing with financial posting.

A full testing lifecycle involves the following types of testing:

Smoke	Unit	End-to-End (System)	User Experience	Payroll Parallel
Short tests to confirm all key functional areas are working correctly.	Tests for individual units of functionality to confirm that each unit performs its assigned function independently of other units	Activities from beginning to end and “day in the life” scenarios that include business processes, calculations, integrations, and custom reports	Production-like testing to confirm the system is ready for final payroll parallel testing and migration to production	Tests to reconcile results to payroll periods in the legacy system to verify the readiness for production migration

Throughout testing, the County and Accenture will use Accenture’s online project portal as a central point of collaboration. The County will use the project portal to define, coordinate, track, and record results for test activities throughout the various stages of testing.

Knowledge Transfer and Project/Implementation Team Training

The proposer should describe the implementer's approach for the following:

- Training the project/implementation team, including but not limited to:

Workday Response

Classroom training is recommended for the project team and the individual whose role requires a solid understanding of Workday functionality setup, administration, and business processes. Project deployment teams may vary considerably by customer, although are typically composed of at least 3-5 people, each of whom should attend a core product Fundamentals class. A recommended training curriculum could include some of the following courses:

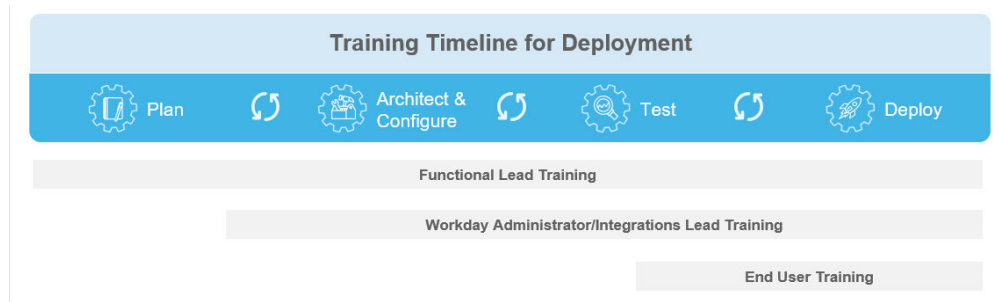
- **Navigation (On-Demand)** – Focuses on Workday HCM navigation as it applies to search features, landing pages, worklets, links, and related actions in the Workday system.
 - **Workday Core Concepts (Virtual)** – Overview of Navigation, Organizations, Business Process Framework, and Security. This is a prerequisite for other classes and should be taken by all core team members.
 - **Workday HCM or Financials Fundamentals (In-Person)** – Participants will learn how to configure business processes, set up core functionality, and use Report Writer.
 - **Workday Payroll Fundamentals (In-Person)** – To be taken by Payroll Partners, Payroll Administrators, and core team members responsible for Payroll setup. The course focuses on payroll input, running pay calculations, and reports using Workday Payroll.
 - **Workday Procure-to-Pay Fundamentals (In-Person)** – To be taken by the Procurement core team. Learn the fundamentals necessary to configure and perform setup of the core procurement system functionality.
 - **Business Process Overview (On-Demand)** – Covers the basics of configuring and managing business processes. This training is designed for anyone with responsibility for Workday configuration, such as managers, system implementers, and project team leaders active in Workday implementations.
 - **Staffing Models Overview (On-Demand)** – Designed to explain the two staffing models available in Workday: Position Management and Job Management. By watching this module, you can prepare for the Staffing Design session, in which customers select a staffing model.
 - **Workday Report Writer (Virtual)** – To be taken by the core team members responsible for report writing functions. This course will explore the concepts of Workday's Configurable Report Writer.
 - **Compensation Fundamentals (In-Person)** – You will learn the core concepts of Compensation as well as deep dive into advanced functionality such as Market Salary Data and step progression.
 - **Benefit Fundamentals (In-Person)** – overview of Workday Benefits with in-depth coverage of Benefits configuration, maintenance, and processing.
- General timeframes for when training will be completed
 - Nature, level, and length of training for technical and user training

Workday Response

This is fairly subjective depending on many different factors such as *How experienced is the customer team? Are they currently using a legacy system?*

Typical training timeline begins with the initial kick-off training in the beginning of the project and runs 6-12 months throughout the ramp up of the system. Most training is completed prior to Go-Live, although additional models may be scheduled for after Go-Live. Your deployment partner will provide knowledge transfer throughout the deployment. By the time your project is live, your users will be able to navigate the system and run daily operations and trainings will be complete.

Figure 10: Workday Training Timeline



- Required staff, skills, and capabilities for the proposed training plan

Workday Response

Workday recommends staff from the Customer Project Team and any key department head staff be involved in the training plan. No prior skills or capabilities are required.

- Any tools to support training

Workday Response

In addition to the Learn On-Demand, Learn Independent, and Learn Virtual training options, the Adoption Kit provides a collection of tools and resources designed to accelerate your Workday roll-out and quickly train your end-users on Workday. Each kit provides customers with customizable training materials (videos, job aids, facilitator guides, etc.) that can be used out of the box with little customization, or act as the cornerstone of a larger training development plan. Our Workday change management service (Workday prime customers only) can support the development of a more comprehensive training strategy, as well as custom training development. For partner prime engagements, note that many of our certified partners also offer training-related services.

As Workday introduces new functionality, we provide updated material so you may start using more aspects of the system either in the current update or in future project phases. You can also customize the training within the kit to suit specific needs. Our customers also find it is a great way to provide training to new employees as well as new members to your HR/training team. It keeps everyone updated and informed on your Workday experience.

- Types of documents and/or manuals provided

Workday Response

All Learn In-Person, Learn Virtual, and Learn Independent courses include a training manual. These training manuals may only be used to support the specific, intended training activity and may not be duplicated without Workday’s prior written consent. For the Adoption Kit, all end-user training materials and resources can be reproduced, customized, and distributed within your organization as needed.

- Tracking and measuring knowledge transfer activities

Accenture Response

For project team knowledge sharing, Accenture includes **Knowledge Sharing Plans** for the County’s project team members. Knowledge sharing begins early and continues through the life of the project. We have developed [learning plans by role](#) and functional area so that each role defined for the Workday project has a clearly defined path with specific criteria for demonstrating achievement of skills. Working with an Accenture consultant, each functional and technical project team member will follow a learning path to complete the activities for knowledge sharing. We employ a variety of knowledge sharing techniques, such as side-by-side learning, reverse shadowing, and structured walkthroughs. We review the knowledge sharing plans, escalate areas as needed, and take action.

For end user training, Training sessions start with Workday navigation to build a foundation of Workday understanding and from there progress to applications and tasks. We actively engage the trainees and encourage questions. During small-group training sessions, trainers are prepared with comprehension questions to ask trainees and work individually with trainees to promote full engagement. Our approach is to have more than one trainer in each session so that while one trainer is instructing, another is supporting trainees by answering questions in the chat. We keep track of all questions asked, both verbally and in chats, to help gauge comprehension.

- Training functional and technical team members

Accenture Response

The County project team will attend Workday’s project team training. Accenture will support the project team’s learning process with Knowledge Sharing Plans. Our learning plans are organized by role and functional area so that each role defined for the Workday project has a clearly-defined path for learning. We employ a variety of knowledge sharing techniques, such as side-by-side learning, reverse shadowing, and structured walkthroughs.

- Training end-users

Accenture Response

We support the Workday implementation with a flexible training services offering. Our end-user training approach is designed to be adaptable to the unique needs of public sector organizations, supporting live, virtual, in-person, and self-paced training. Our training program is composed of the following:

Training Strategy and Curriculum

Strategy: A plan for introductory events to expose users to Workday, process-based end-user training, and on-the-job post-production support
Curriculum: Listing and narrative describing end-user course, the training vehicles by audience, the timeline for development and delivery, and the different quality reviewers

Content Development Support

We follow Workday’s standard approach for training content development and will follow the County’s lead in the development and customization of training materials. If the County uses **Workday’s Adoption Kit**, Accenture will provide knowledge sharing and guidance for 2-3 County individuals on the Adoption Kit

Train-the-Trainer and Pilot Training

We will include a Trainer Engagement Plan and lead the train-the-trainer approach to help County trainers prepare to deliver their classes. **Pilot Training** will validate that the training materials and delivery meet the County’s requirements and give County trainers an opportunity to deliver training to a group of peers before larger end-user community

Bytes of Knowledge Video Learning Library

Our video learning library of conceptual information needed to understand and effectively use the Workday system
Bytes of Knowledge complement a variety of end-user training program formats, from live and web-based instructor-led classes to self-paced training manuals

Post-Deployment Training Strategy

Accenture will work with the County to draft a **Post-Deployment Training Strategy** to guide activities for subsequent Workday releases.

Please see **Appendix A** for more detailed information on our end-user training offering.

- User-acceptance training

Accenture Response

In Workday projects, User Acceptance Testing is referred to as “User Experience Testing.” Prior to User Experience Testing, the change management and training team will have created job aids, which they will provide to the users participating in User Experience Testing. Providing the job aids to User Experience Testers will assist the testers as well as give the change management and training team an opportunity to review the job aids in use.

- Training functional and technical team members and end users, including but not limited to:
 - General timeframes for when training will be completed

Accenture Response

The County’s functional and technical team will complete Workday project team training early in the project.

- Nature, level, and length of training for technical and user training

Accenture Response

For Workday’s project team training, please refer to Workday’s responses in the **Knowledge Transfer and Project / Implementation Team Training** section. The nature, level, and length of end user training will depend on the type(s) of training the County elects to provide.

- Required staff, skills, and capabilities for the proposed training plan

Accenture Response

County Trainer and Content Developer responsibilities and recommended skills are as follows:

Table 6: County Trainer and Content Developer Responsibilities and Recommended Skills

Responsibilities	Recommended Skills	
<ul style="list-style-type: none"> Review the training curriculum for content design Develop all educational content required for the training effort Use the Adoption Kit as the baseline for end user content Participate in the population of the data into the training tenant if applicable Assist with the review of training materials Participate in the Train-the-Trainer program Deliver end-user training classes 	<p>Content Developers:</p> <ul style="list-style-type: none"> Experience developing course material Excellent verbal and written communications skills Strong analytical skills Experience with multimedia material production (especially video) is an advantage Excellent general computer skills and ability to learn new software quickly 	<p>Trainers</p> <ul style="list-style-type: none"> Excellent communication and facilitation skills Subject matter expertise is an advantage Patience and enthusiasm in the classroom

- Any tools to support training

Accenture Response

Workday Education Services has developed the Adoption Kit to support Workday deployments. The Adoption Kit includes sample job aids, sample videos and other materials that can be adapted to the County’s needs. In order to support the implementation and subsequent Workday releases, and based on the defined curriculum, Accenture will provide guidance for 2-3 individuals on the use of the Adoption Kit.

- Types of documents and/or manuals provided

Accenture Response

Accenture will support the County’s lead in developing training content by providing guidance on the Adoption Kit (if used by the County). Additionally, Accenture includes our Bytes of Knowledge video learning library, which is a collection of pre-recorded videos on conceptual Workday information. Bytes of Knowledge videos have been designed with information the County’s project team needs but can be viewed by the larger County user community, as well.

Hypercare Support

- The proposer should describe its approach to the following:
- Executing Hypercare support

Accenture Response

The Accenture team from the County’s Workday deployment will provide post-production (“hypercare”) support services after go-live. Support includes all functional areas in scope for the project, integrations, and project management and supporting the County’s first two payroll runs and first month-end close. Our project manager will work with the County’s project manager during the Test Stage to determine the specific details for the support period, including identifying specific requirements with the County and planning consultant schedules.

- Staffing available to the County during the Hypercare support period

Accenture Response

The Accenture team assigned to the County’s Workday deployment will provide post-production support to the County.

- Managing any product defects

Workday Response

Named Support Contacts can log a case online for Workday Support using the Workday Customer Center. The Workday Customer Center is Workday’s case management system accessed by Named Support Contacts for product defects, tenant tasks, general inquiry, and requests for Professional Services. Customers can also request a phone call at the time a case is created or at any time by using case comments in the Customer Center.



Section 7. On-Going Maintenance and Support

3.3.7. The proposer is expected to perform post-implementation support. The proposer should describe its approach to the following:

- Assisting the County in establishing the maintenance and operations structure necessary to support the proposed solution

Accenture Response

Accenture will work with the County when developing the Sustainability Plan to identify resources necessary to support the County's users, support collaboration, help define progress, and identify necessary action steps needed to facilitate long-term success after the County is in a live Workday environment. The County will confirm Named Support Contacts, who will be the individuals responsible for opening support cases with Workday. These individuals will complete designated training with Workday.

- Transitioning the County from implementation to operations and maintenance of the proposed solution including any anticipated mid-implementation upgrades

Accenture Response

During the Deploy Stage of the Workday deployment, Accenture and the County will move the Workday system into production. During this time, Accenture and the County will work together to migrate configurations, business processes, integrations, reports, and other data into the production system, as well as conduct training, communication, and other change management activities. Accenture and County project leadership, data migration personnel, functional team leads, technical team leads, training leads, testing lead, and change management lead are all part of the Build Team that will help the County go live on its new Workday system.

Throughout the Workday project, Accenture's cooperative approach will help to guide the County to self-sufficiency after go-live. In the early stages of the project, Accenture consultants will perform many of the tasks, sharing knowledge with County team members as they observe and then practice new skills. In the middle of the project, Accenture and the County will work together and gradually shift the lead to the County's team. The County's team members will take the lead on the testing tasks that occur toward the end of the project, while Accenture guides and supports the activities. This approach helps the County's team take ownership of the system after go-live, while Accenture continues to provide support.

Mid-Implementation Updates

When there is a Workday update occurrence within the deployment timeframe, Accenture will work with the County to review the impact of business process and/or transactional changes on end-user materials that have already been developed.

Workday releases updates twice a year. During the Plan Stage, the Accenture Project Manager will work with the County Project Manager to create a detailed project plan. The project plan will highlight Workday updates that may occur during the project lifecycle. Additional tasks and timelines required to support the Workday updates will be incorporated into the initial project plan.

Regarding training materials, Workday keeps its Adoption Kit updated with new feature release information so that the County's training materials can be rapidly updated.

Accenture's consultants are both experienced with the current release and familiar with the roadmap for upcoming releases. During the Architect Stage, the Accenture consultants will review the roadmap for new functionality expected to become available during the deployment project. The Accenture consultants help incorporate this information into the project plan.

With each update, Accenture will:

- Review the new functionality of the update and present the County with new features and functionality that are beneficial to the County's business processes and organization
- Execute the Workday update checklists and exception reports, which are used to determine the impact of the new features on the current modules and configuration
- Assess required changes and their impact on the configurations, integrations, and training materials that are being developed. Accenture will also evaluate technical changes (e.g., browser support) that might affect the County's organization
- Help the County determine the appropriate update window and schedule the timeline for all deployment tenants with Workday

- Support the County with regression testing of the updates

By following this process, Accenture will help the County to confirm that it is in the current Workday release with limited disruption to the project. In addition, this process will offer the County insight into update management and will provide a process that can be used to manage updates once the County is in production.

- Providing support services for:
 - Go Live

Accenture Response

Accenture and the County will work together to migrate configurations, business processes, integrations, reports, and other data into the production system, as well as conduct training, communication, and other change management activities. Accenture and County project leadership, data migration personnel, functional team leads, technical team leads, training leads, testing lead, and change management lead are all part of the Build Team that will help the County go live on its new Workday system. Accenture will provide guidance and support to the County team members throughout this process.

- Help Desk

Workday Response

After go-live, three types of services are being proposed by Workday:

1. Workday Support Services
2. Workday Success Plans
3. Workday Education Services

After go-live, our customers are typically assisted with a Hypercare support service. This service typically lasts six weeks and is provided by the integrator which ran the deployment project. Beyond this Hypercare period, our customers typically set a 3-tier support model. As per the customer operational model, it might be advised to use a 3-tier support model. The Workday support organization and its online Customer Care Center would be the Level 2 support. It is up to the customer to designate its operation model for Level 1 and Level 3 support, considering if those organizations would be best fit offshore (or not) to minimize maintenance costs.

Workday's Support organization is designed to respond to and collaborate with customers when they believe the Workday solution is not operating as designed. A customer requests assistance by opening a case in the Workday Customer Center, an online case management system accessed by Named Support Contacts. The Workday Customer Center is available 24 hours a day, 365 days a year. Our support personnel are in Pleasanton, CA; Dublin, Ireland; and Auckland, New Zealand. Currently, we only offer support in English.

No part of customer support is provided by an affiliate, as customer support representatives are Workday employees.

Workday recommends customers provide an internal help desk function as the first point of contact when end users encounter an issue.

There are several benefits to establishing this structure:

- Issues can be tracked for analysis by customer.
- Many issues encountered by customer end users are not a result of a problem with Workday.
- Similar issues encountered by multiple end users can be coordinated by a Named Support Contact for a single interaction with Workday to avoid redundant work and confusion while resolving an issue.

On another note, besides support being offered offshore, Workday services and some of our implementation partners offer offshore capabilities during the implementation and post go-live.

○ Professional Services Support

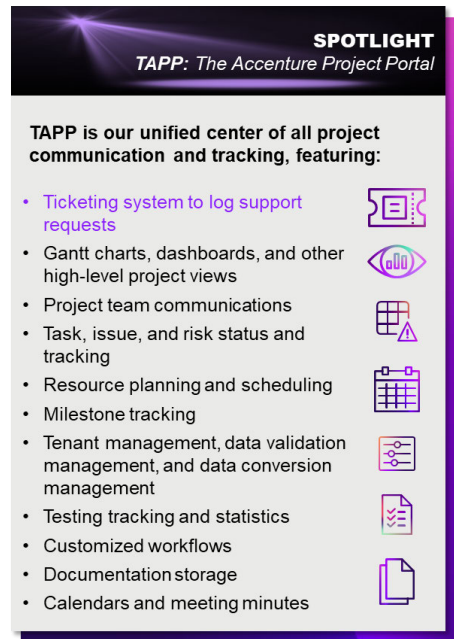
Accenture Response

We offer Workday Optimization services to support our clients on an ongoing basis after go-live and help them embrace continuous improvement and adopt the high-value features of Workday. Our Optimization services combine consultant guidance and help for **day-to-day needs** with analysis and **road mapping of future functionality** and feature rollouts, as well as change management and training support to assist with **user adoption**. The Optimization team includes:

- A **project manager** to serve as a single point of contact, resource manager, and scheduling coordinator
- Optimization team members who are **familiar with Workday configuration**
- **Solution Architects** who have deep functional experience
- **Specialists in all Workday products and technologies** including HCM, Payroll, Financials, Integrations, Data Migration, and Reporting
- Support service personnel including **change management, training, and testing support consultants**

For the County’s day-to-day support needs, we provide a ticketing system through which the County will be able to log requests for configuration support, additional training, developing reports, or other needs. We also will conduct planning sessions with the County to establish a cadence of communication – weekly, biweekly, or monthly – based on the County’s current and future needs, such as reviewing and adopting features in an upcoming release, completing roadmap items identified by the County during deployment, increasing user adoption and use of high-value features such as mobile, and rolling out Workday functionality that the County may be considering for a later date. Our Optimization services are designed to deliver value and sustainable results as we work together to plan and execute the County’s Workday feature adoption needs.

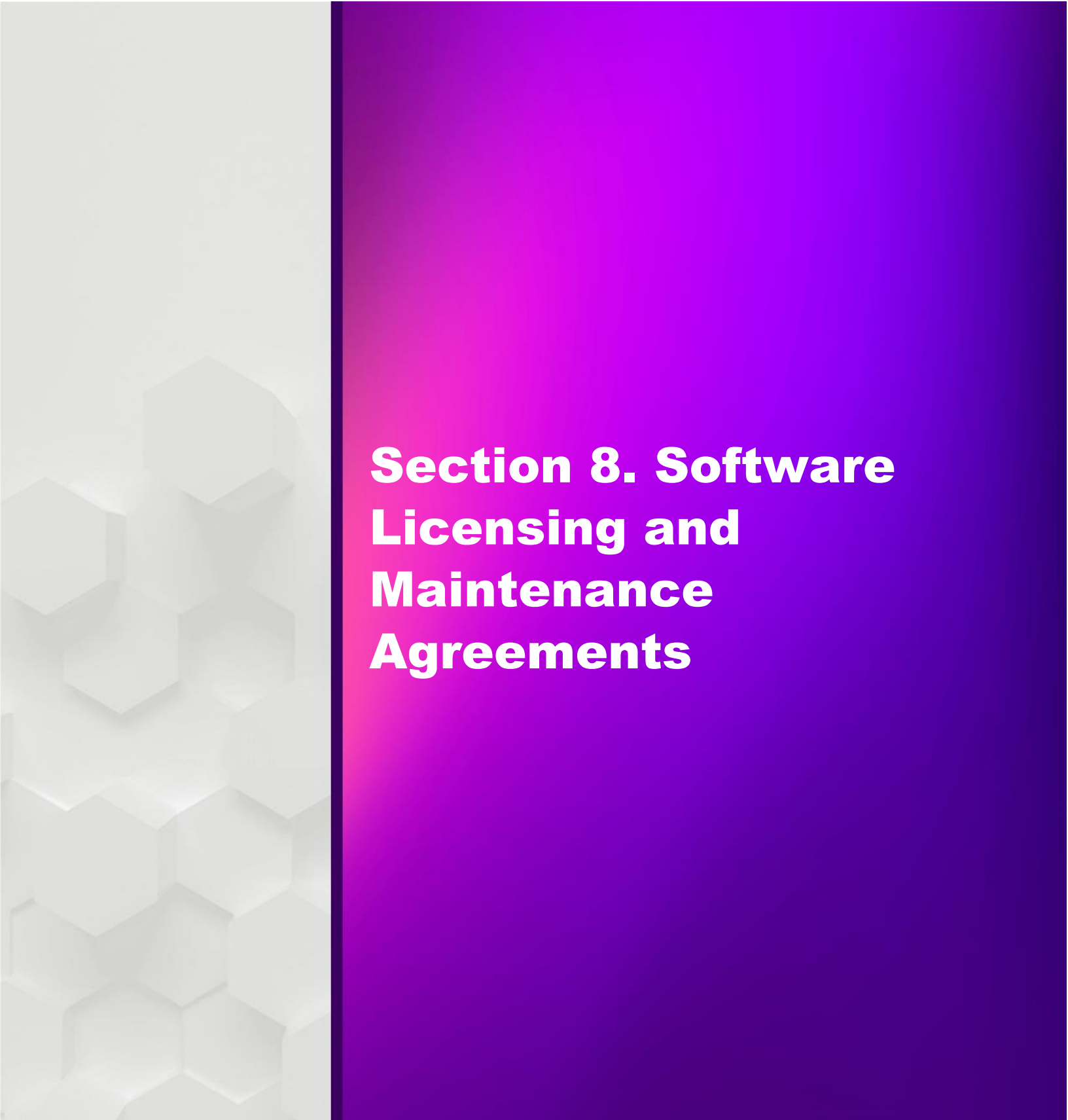
Figure 11: TAPP for Optimization



- Notifying the County of and delivering:
 - Software performance issues or concerns
 - Upgrades, enhancements, and any related training

Workday Response

Yes, updates and related enhancements are communicated early and often via a variety of mediums – conference calls, emails and online. For example, a service update email goes out every Wednesday evening with the list of planned updates to the system. We also send notifications of upcoming events such as production outages, workgroups, customer training, etc. On the support site you can find answers to resolutions from cases logged by other customers if you are experiencing an issue. We also post Workday News and Events on the support site.



Section 8. Software Licensing and Maintenance Agreements

3.3.8. The proposer will provide any software licensing, SaaS, maintenance, or third-party agreements that are required to implement the proposed vendor's solution

Accenture Response

Please see Accenture's standard Statement of Work and standard Master Services Agreement (MSA), included in this section on the following pages.

Workday Response

The following agreements have been included as attachments to this PDF.

- MSA-268234-County of Santa Barbara__UDPE_US_ME_v21.9_2021-09-28.pdf
- MSA-268234-County of Santa Barbara__Universal Security Exhibit v19.5_2021-09-28.pdf
- MSA-268234-County of Santa Barbara_Original_Master Subscription Agreement-LE-ME-HC-US v20.10_2021-09-28.docx

Third-Party Response

The following agreement has been included as an attachment to this PDF.

- Teller Software as a Service Agreement YYYY-MM-DD.docx



Section 9. Proposed Software Service Level Agreements

The proposer will complete **Attachment 12 – Software Service Level Agreement** to identify required service level guarantees for the software system provider. For each service, the proposer will indicate the metric used to measure the service quality, the proposed requirement (target for service), who is responsible for identifying a performance issue, and the proposed remedy/penalty if guarantee is not met.

Workday Response

5.12 Attachment 12: Software Service Level Agreement

Proposed Software Service Level Agreement					
Service	Metric	Service Target**	Responsible Party**	Remedy if not Met	
System Availability* (Unscheduled Downtime)	Uptime %	99.7% with no exclusions. Service Availability in a given month is calculated as a percentage equal to [(# of minutes the Workday Production System is available in the month – number of minutes of Scheduled Downtime during the month) / (total number of minutes in the month – number of minutes of Scheduled Downtime during the month)].	A Service Availability report can be requested on a monthly basis for uptime and maintenance details of the production tenant.	Workday shall provide service credits in accordance with Service Credit Exhibit to our MSA.	
System Response (Performance)	Transaction completion time	Workday’s Service Response SLA is: (i) not less than 50% of (online) transactions complete in one (1) second or less and (ii) not more than 10% of (online) transaction complete in 2 and a half (2.5) seconds or more.	A Service Response Time report can be requested on a monthly basis for actual response times of the production tenant.	Workday shall provide service credits in accordance with Service Credit Exhibit to our MSA.	
Issue Response Time	Case Response time in hours and minutes	Workday provides a Case Response time SLA as follows: Response Time is the period from the time the Production case was logged in the Customer Center until Workday responds to Customer and/or escalation within Workday, if appropriate. <ul style="list-style-type: none"> • Severity Level 1 < 30 Minutes • Severity Level 2 < 1 hour • Severity Level 3 < 4 hours • Severity Level 4 < 24 hours • Severity Level 5 < 24 hours 	Case response times are documented within the Workday Customer Center.	Remedies are highly dependent upon facts and specific circumstances. It is not possible to provide remedy responses without further information.	
Issue Resolution Time	N/A	N/A	N/A	N/A	N/A
Recovery Point Objective (RPO)	Hours	RPO will not exceed 1 hour	Details in root cause analysis	Remedies are highly dependent upon facts and specific	

Proposed Software Service Level Agreement				
Service	Metric	Service Target**	Responsible Party**	Remedy if not Met
				circumstances. It is not possible to provide remedy responses without further information.
Recovery Time Objective (RTO)	Hours	RTO will not exceed 12 hours	Details in root cause analysis	Remedies are highly dependent upon facts and specific circumstances. It is not possible to provide remedy responses without further information.
Implementation of System Patches	See System Availability above.	Patches are applied during regularly scheduled downtime. If patch update time is exceeded, it would count against the Availability %	See System Availability above.	See System Availability above.
Notification of Security Breach	Hours	If either party becomes aware of a Security Breach, such party must promptly notify the other party, unless legally prohibited from doing so, within forty-eight hours or any shorter period required by Law.	Details will be documented in root cause analysis conducted by Workday.	Remedies are highly dependent upon facts and specific circumstances. It is not possible to provide remedy responses without further information.

*Define formula used to calculate availability for the provided metric.

Workday Response

Service Availability in a given month is calculated as a percentage equal to $[(\# \text{ of minutes the Workday Production System is available in the month} - \text{number of minutes of Scheduled Downtime during the month}) / (\text{total number of minutes in the month} - \text{number of minutes of Scheduled Downtime during the month})]$.

**How is performance against service levels reported to the County?

Workday Response

A Service Response Time report can be requested on a monthly basis for actual response times of the production tenant.



Appendices

Appendix A: Accenture and Workday Exceptions and Assumptions (Submitted Separately)



Accenture and Workday have submitted our assumptions and exceptions in a separate attachment per the RFP instructions.




Appendix B: Additional Accenture Services Information





Roles and Responsibilities




This section contains detailed information on both the County’s and Accenture’s team roles and responsibilities.

County Roles and Responsibilities




County Role	Responsibility / Recommended Skills
 Leadership and Management	<p>Executive Sponsor(s) / Committee</p> <ul style="list-style-type: none"> • Responsible for championing the project • Provides executive level oversight of the project • Provides input on key strategic decisions and helps to resolve escalated issues • Ensures that the appropriate County personnel are available for the project • Ensures the project is meeting the goals and timeframes outlined at the beginning of the project • Responsible for setting direction, driving benefits, managing stakeholders, and deploying personnel • Works with the project manager to resolve escalated issues in a time-effective manner • Signs off on key deliverables throughout the project • Acts as an active and visible resource on the project • Participates in regularly scheduled Steering Committee meetings to ensure the project is meeting the goals and timeframes outlined at the beginning of the project • Provides governance for any changes in scope <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Proactive communication and leadership to inspire project success • Timely decision-making on escalated issues
 Leadership and Management	<p>Project Manager</p> <ul style="list-style-type: none"> • Completes Workday required training • Responsible for managing the project to completion with the Accenture Project Manager • Develops, manages, and maintains the Project Work Plan in collaboration with Accenture Project Manager • Manages the log of project issues, risks, and key decisions with input and assistance of the Accenture Project Manager • Sets deadlines and evaluates milestones • Assigns responsibilities • Escalates issues to the Steering Committee that may impact the go-live date • Signs off on key deliverables throughout the project • Leads Steering Committee meetings • Participates in Workday Delivery Assurance reviews <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Experience running large-scale systems implementation projects • Demonstrated ability to facilitate work in a team environment • Strong communication and listening skills • Ability to anticipate issues and proactively solve them before project is impacted • Proficient decision-making skills




County Role		Responsibility / Recommended Skills
 Functional	Functional Leads	<ul style="list-style-type: none"> Complete Workday required training Play a key role during the workshops. Lead the functional team for a specific functional area(s), e.g., Procurement Coordinate activities with the Accenture Functional Consultants and other County functional personnel Attend business process analysis sessions to identify opportunities for improvement, areas for standardization, unique variances, and potential differences in functionality Complete knowledge sharing plan with Accenture counterpart Participate in Workday Delivery Assurance reviews Perform functional lead responsibilities such as: <ul style="list-style-type: none"> – Communicating business requirements – Gathering reports and defining reporting requirements – Validating architecture and design – Identifying data to be migrated – Mapping and cleansing data – Validating data migrations – Performing configuration – Testing business processes and configuration – Developing County-specific training and documentation <p>Recommended Skills:</p> <ul style="list-style-type: none"> Significant experience in functional area represented Organization expertise of all processes within functional area and impacts to other areas Strong written and oral communication skills Strong decision-making ability
 Functional	Subject Matter Experts (SMEs) <i>Resources representing areas of functional expertise</i>	<ul style="list-style-type: none"> Complete Workday required training Participate in Business Process Alignment workshops to understand Workday business processes Complete knowledge sharing plan with Accenture counterpart Perform subject matter expert responsibilities such as: <ul style="list-style-type: none"> – Communicating functional requirements – Gathering required legacy system reports – Identifying data to be converted/providing artifacts (sample data, reports, policies, procedures, requirements) to assist in the design and documentation of current business processes – Cleansing data – Validating data migrations – Testing business processes and configuration (UAT) – Testing reports – Working with Accenture to develop customer-specific training and documentation – Assisting with end user training and Change Management activities – Participating in prototype workshops to understand Workday configuration and interfaces/integrations <p>Recommended Skills:</p> <ul style="list-style-type: none"> Experience in functional area represented Attention to detail to thoroughly test new processes
 Functional	Testing Lead	<ul style="list-style-type: none"> Contributes to the Testing Strategy and Testing Plan with support from Accenture Coordinates all testing activities including the creation of test scenarios and executing testing to populate in collaboration with Accenture <p>Recommended Skills:</p> <ul style="list-style-type: none"> Experience with testing large scale systems Experience with tools or methods to track test scenarios and results (e.g., Excel) Strong communication skills and ability to raise concerns in stressful environment Attention to detail and experience documenting issues

County Role		Responsibility / Recommended Skills
 Functional	Workday Application Security Administrator	<ul style="list-style-type: none"> • Completes Workday required training • Defines the overall security approach and gathers information from agencies • Defines and updates security groups by working with the Accenture functional consultants • Defines and maintains domains and business process security policies by working with the Accenture functional consultants • Tests security group membership • Analyzes and audits security policies and procedures • Activates pending security policy changes <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Experience with systems security setups • Expertise in the organizational roles and responsibilities and access levels to information
 Technical	Integration Developers	<ul style="list-style-type: none"> • Completes Workday required training • Responsible for providing technical knowledge and expertise related to County integration requirements • Completes requirements and design specification documentation for integrations for which the County has responsibility (if applicable) • Develops integrations (if applicable) for which the County has responsibility • Tests all integrations and reports • Validates that the County environment can support all integrations • Completes knowledge sharing plan with Accenture counterpart • Participates in Workday Delivery Assurance reviews <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Experience with SOA development and Web Services technologies (XML, XPath, XSLT, SOAP, WSDL, XSD, UDDI, etc.) • Understanding of complete software development lifecycle • Familiarity with concepts of data migration, security, and administration
 Technical	Prism Technical Lead (optional – if the County elects to include Prism)	<ul style="list-style-type: none"> • Responsible for providing technical knowledge and expertise related to current systems used by the County • Leads the data transformation from the legacy systems to Workday with support from County functional leads • Performs data transformation responsibilities such as: <ul style="list-style-type: none"> – Identifying data to be converted – Cleansing data – Mapping data – Validates data conversions – Performs configuration – Tests use cases and configuration – Tests reports • Builds the data transformation programs from legacy systems • Leads data validation activities • Builds custom reports <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Understanding of technical knowledge and current systems used by the County
 Technical	Data Migration Lead	<ul style="list-style-type: none"> • Completes Workday required training • Responsible for providing technical knowledge and expertise related to current systems used by the County • Leads the data mapping activities from the legacy systems to Workday with support from County functional leads and SMEs • Builds the data migration programs from legacy systems • Leads data validation activities <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Experience with data analysis tools (e.g., Excel) • Strong knowledge of methods for extractions out of legacy system (e.g., SQL) • Good communication skills

County Role		Responsibility / Recommended Skills
 Reporting	Reporting Developers	<ul style="list-style-type: none"> • Complete Workday required training • Develop reports for which the County has responsibility • Test all reports <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Knowledge of functional area from which reports will be written • Ability to translate written requirements and examples into report definitions • Training in Workday Report Writer • Knowledge of Workday report data sources
 Change Management	Change Management Team	<ul style="list-style-type: none"> • Facilitates and leads the Change Ambassador Network • Helps develop the Business Readiness Strategy and Communications Plan • Facilitates communication events and manages the deployment of events • Assists with the impact analysis and the documentation of all job roles • Participates in the development and management of the End User Training Strategy • Compiles the needs assessment information • Provides oversight to the training content development effort • Conducts end user education materials review • Monitors the logistical aspects of the rollout including the enrollment of students, the scheduling of classes, and the monitoring of attendance for end user education • Assists in the delivery of the Train-the-Trainer program • Provides oversight to training delivery <p>Recommended Skills:</p> <ul style="list-style-type: none"> • Exceptional written and verbal communication skills • Excellent active listening skills • Ability to clearly articulate messages to a variety of audiences • Ability to establish and maintain strong relationships • Ability to influence others and move toward a common goal • Flexibility and adaptability; ability to work in ambiguous situations at all levels in the organization • Problem-solving and root cause identification skills • Ability to work collaboratively with and through others
 Training	Trainers / Content Developers	<ul style="list-style-type: none"> • Review the training curriculum for content design • Develop all educational content required for the training effort • Use the Adoption Kit as the baseline for end user content • Participate in the population of the data into the training tenant if applicable • Assist with the review of training materials • Participate in the Train-the-Trainer program • Deliver end-user training classes <p>Recommended Skills (Content Developers):</p> <ul style="list-style-type: none"> • Experience developing course material • Excellent verbal and written communications skills • Strong analytical skills • Experience with multimedia material production (especially video) is an advantage • Excellent general computer skills and ability to learn new software quickly <p>Recommended Skills (Trainers):</p> <ul style="list-style-type: none"> • Excellent communication and facilitation skills • Subject matter expertise is an advantage • Patience and enthusiasm in the classroom

Accenture's Roles and Responsibilities

Accenture Role		Responsibilities
 Leadership and Management	Quality Assurance Director	<ul style="list-style-type: none"> • Conducts quality assurance review • Oversees the project status and trend and team dynamic and client relationship to help ensure the project is healthy and tracking to achieve desired outcomes • Verifies that the project is delivering to stated requirements and holds project teams accountable to delivery, quality, and cost outcomes
	Delivery Lead	<ul style="list-style-type: none"> • Serves as the point of contact representing Accenture management team • Works with the Project Manager on escalated issues to mitigate impact on the project timeline • Participates in regularly scheduled Steering Committee meetings • Maintains an ongoing relationship with County executive contacts
 Leadership and Management	Project Manager	<ul style="list-style-type: none"> • Collaborates with the County's Project Manager to manage the overall project to completion • Monitors compliance with Accenture standards and Workday-defined project management procedures and templates via Accenture project reviews and Workday Delivery Assurance reviews • Develops, manages, and maintains the project plan in collaboration with the County's Project Manager • Tracks and reports on contractual project budget assigned to Accenture for Accenture's services • Maintains the log of project issues, risks, and key decisions • Sets priorities and evaluates milestones for Accenture's work and works with the County's Project Manager who sets priorities and evaluates milestones for County personnel • Assigns responsibilities to Accenture personnel • Provides project health reports to the County, Accenture sponsors, and Workday at agreed-to intervals • Prepares regular Steering Committee meeting materials. Documents and tracks follow-up on any resulting action items. Escalates established issues to the Steering Committee • Participates in internal review meetings, which help to validate that the project is meeting deadlines and mitigating risk • Interacts with Workday Delivery Assurance, Product Strategy, and Development • Prepares for and participates in Accenture project governance review
 Functional	Functional Consultants	<ul style="list-style-type: none"> • Responsible for leading workshops during the Architect Stage and validating business processes are designed from a cross-functional perspective • Provide a framework for explaining the impact of key design decisions • Articulate the impact of the Workday Roadmap to County stated requirements • Gather functional and reporting requirements • Support mapping of client data to Workday • Complete issue and/or blocker documentation as necessary • Document functional requirements for integrations • Configure Workday according to County stated requirements • Support testing, data migration, and integration development efforts • Escalate issues that may impact the go-live date to the Project Manager • Complete knowledge sharing plan with the County counterpart • Prepare for and participate in Workday Delivery Assurance reviews • Prepare for and participate in Accenture project governance review

Accenture Role		Responsibilities
 Technical	Integration Consultant	<ul style="list-style-type: none"> Responsible for the overall strategy and design of assigned Workday integrations Plans, leads, and facilitates integration workshop during the Plan and Architect Stages Works with the Accenture functional consultants, County Development team, and Subject Matter Experts to gather and document integration requirements Develops high-level integration strategy and design Provides the County with the Integration Tracker to manage the integrations and high-level milestones to the Project Manager for the Project Work Plan Supports the design, configuration, and testing of Workday integrations in scope for the deployment Documents design decisions for integrations assigned to Accenture Provides guidance on integration design decisions and downstream impacts for integrations Develops and unit tests Workday integrations assigned to Accenture Supports the County with the development and testing of integrations assigned to the County Works with the County's team to resolve issues Provides support of County technical staff and oversight during the Configure & Prototype Stage to verify the design principles are followed Communicates design standards to County developers to provide consistency across integrations Completes knowledge sharing plan with the County counterpart Prepares for and participates in Workday Delivery Assurance and Accenture project governance reviews
 Technical	Prism Solution Lead and Consultants (optional – if the County elects to include Prism)	<ul style="list-style-type: none"> Responsible for leading workshops during the Architect stage and validating that use cases in scope are designed Configure Prism Analytics uses cases designed and approved during the Architect stage Unit test Prism Analytics use cases in configuration tenant Smoke test Prism Analytics use cases in end to end tenant Support County end to end and user experience testing in end to end tenant Migrate configuration and reports to Sandbox and Production tenants Develop and unit custom reports and dashboards in scope based on provided requirements Escalates issues that may impact the go-live date to the Project Manager
 Technical	Data Migration / Reporting Consultant	<ul style="list-style-type: none"> Responsible for delivering data workshop sessions with the County data lead, County functional leads, and Accenture functional consultants before each build Responsible for completing a “lessons learned” assessment with the County data lead, County functional leads, and Accenture functional consultants after each build Responsible for building EIBs or iLoads for data migration for each build Responsible for loading customer data into Workday Resolves data related issues during migrations with support from the County data lead, County functional leads, and Accenture functional consultants Conducts the report workshop

County Deployment Plan: Plan Stage

The objectives of the Plan stage are to define the overall project scope and to develop the procedures and mechanisms required to plan and control the project. This stage sets the overall direction and approach for managing the project and is critical to its success. The project is defined by (1) documenting the overall project scope in terms of what will be completed at the end of the project, and by (2) developing the project work plan to execute on the delivery. This stage also defines the team members, roles and responsibilities, and communication plans to be used throughout the project. It is during this stage that the project timelines are established and agreed upon by both the County and Accenture.

<ul style="list-style-type: none"> • Task: Create Project Charter • Deliverable: Project Charter Document • Owner: The County • Contributor: Accenture 	<p>Description: The County will create the Project Charter with support from Accenture. This document will provide authorization for the project and identifies project goals, objectives, scope, governance structure, roles, and responsibilities.</p>
<ul style="list-style-type: none"> • Task: Create Project Management Plan • Deliverable: Project Management Plan • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will develop the work plan for the project management activities and related monitoring of the project activities.</p>
<ul style="list-style-type: none"> • Task: Update Initial Deployment Data Gathering Workbook • Deliverable: Initial Deployment Data Gathering Workbook • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will review and update the workbook used to gather County information for inclusion in the Foundation tenant.</p>
<ul style="list-style-type: none"> • Task: Confirm Integrations • Deliverable: Integration Discovery and Tracker • Owner: Accenture • Contributor: The County 	<p>Description: Accenture and the County will confirm integrations.</p>
<ul style="list-style-type: none"> • Task: Build Foundation Tenant • Deliverable: Foundation Tenant • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will build the Foundation Tenant, which is used to kick-start the discovery and design activities. This tenant will contain a subset of County data loaded into the environment (Data Load #1).</p>
<ul style="list-style-type: none"> • Task: Conduct Project Kickoff • Deliverable: Project Kickoff • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will work together to conduct the project kickoff, which will introduce team members and executive sponsors and provide an overview of project goals, review of scope and high-level timeline, Foundation Tenant demonstration, and identification of project roles and responsibilities.</p>
<ul style="list-style-type: none"> • Task: Sign off on Plan Stage • Deliverable: Plan Stage Signoff • Owner: The County and Accenture (Shared) 	<p>Description: Accenture and the County will sign off confirming that all activities and deliverables for this stage have been completed and the project can progress to the next stage.</p>

PLAN STAGE MILESTONE: Completion of the Plan Stage

County Deployment Plan: Architect Stage

The Architect stage of the Workday deployment allows the County and Accenture project team members to find a common understanding of the County’s business needs, using the results of BPA, and to analyze how Workday will be deployed to meet those needs. The stage is organized into two components: discovery and analysis. The discovery component allows consultants to review concepts with the County and gather design decisions. The analysis component documents stated business requirements, identifies differences, and analyzes how Workday will be configured to meet business requirements.

<ul style="list-style-type: none"> • Task: Create Test Plan and Schedule • Deliverable: Test Plan and Schedule • Owner: The County and Accenture (Shared) 	<p>Description: Accenture and the County will work together to create the test plan and schedule, which will define testing, purposes, responsibilities, guidelines, schedule, and other information specific to each round of testing to occur in the Test Stage.</p>
<ul style="list-style-type: none"> • Task: Complete Design Decision Guides and/or Workbooks • Deliverable: Configuration Design • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will conduct more detailed design sessions to gather configuration data. The Design Decision Guides and/or Workbooks include the security configuration and the organizational roles for configuration in business processes.</p>
<ul style="list-style-type: none"> • Task: Conduct Integration Design Sessions • Deliverable: Integration Requirements and Field Mapping Document • Owner: The County and Accenture (Shared) 	<p>Description: Accenture and the County will define and document integration requirements including field mapping, functional requirements and process flows for packaged and custom integrations.</p>
<ul style="list-style-type: none"> • Task: Complete Data Migration Strategy • Deliverable: Data Migration Strategy Document • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will define and document the data migration strategy for each tenant build including the validation of the data.</p>
<ul style="list-style-type: none"> • Task: Define Tenant Management Plan • Deliverable: Tenant Management Plan • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will define the plan for managing each tenant.</p>
<ul style="list-style-type: none"> • Task: Update Deployment Data Gathering Workbook • Deliverable: Deployment Data Gathering Workbook • Owner: The County and Accenture (Shared) 	<p>Description: Accenture and the County will update the workbook used to gather County information for inclusion in Configuration Tenant build. The County at this time will document required data mapping and keep updated throughout the project.</p>
<ul style="list-style-type: none"> • Task: Build Configuration Tenant • Deliverable: Configuration Tenant • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will build the Configuration Tenant based on the decisions made in the Architect stage. Data load #2. The County is responsible for validating its accuracy.</p>
<ul style="list-style-type: none"> • Task: Sign off on Architect Stage • Deliverable: Architect Stage Signoff • Owner: The County and Accenture (Shared) 	<p>Description: Accenture and the County will sign off, confirming that all activities and deliverable for this stage have been completed and the project can progress to the next stage.</p>

ARCHITECT STAGE MILESTONE: Completion of the Architect Stage

County Deployment Plan: Configure & Prototype Stage

The objective of the Configure and Prototype stage of a deployment is to complete the configuration of the Workday application based on the business process specifications and configuration specifications. Activities in this stage will include completing all application configurations in Workday, executing initial data conversion, completing integration configuration, and preparing the tenant for the Test Stage.

<ul style="list-style-type: none"> • Task: Conduct Customer Confirmation Sessions • Deliverable: Conduct Customer Confirmation Sessions • Owner: The County • Contributor: Accenture 	<p>Description: The County will review the Configuration Tenant and use the tenant for unit testing.</p>
<ul style="list-style-type: none"> • Task: Conduct Unit Tests • Deliverable: Completed Unit Tests • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will complete the test cycle to validate configuration prototype. Accenture is responsible for fixing errors that may occur during unit testing. The County's security team validates security provisioning is in place for testers.</p>
<ul style="list-style-type: none"> • Task: Conduct Report Workshop • Deliverable: Report Workshop • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will conduct the report workshop on how to develop reports. This is in addition to Workday required training.</p>
<ul style="list-style-type: none"> • Task: Develop and Unit Test Integrations • Deliverable: Developed Integrations • Owner: The County and Accenture (Shared) 	<p>Description: Accenture and the County will develop and unit test integrations.</p>
<ul style="list-style-type: none"> • Task: Create Test Scenarios • Deliverable: Test Scenarios • Owner: The County • Contributor: Accenture 	<p>Description: The County will define all test scenarios to be validated during testing. Accenture will provide the County with test scenarios from the Workday deployment guide as a starting point and facilitate the completion of these by the County.</p>
<ul style="list-style-type: none"> • Task: Build End to End Tenant • Deliverable: Final End to End Tenant • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will execute a full data load (data load # 3) to prepare a Workday tenant for end to end testing. The County is responsible for validating its accuracy.</p>
<ul style="list-style-type: none"> • Task: Sign off on Configure & Prototype Stage • Deliverable: Configure & Prototype Stage Signoff • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will sign off confirming that all activities and deliverable for this stage have been completed and the project can progress to the next stage.</p>

CONFIGURE & PROTOTYPE STAGE MILESTONE: Completion of the Configure & Prototype Stage

County Deployment Plan: Test Stage

The Test Stage of a Workday deployment validates that the configured Workday system sufficiently meets the County's needs. The County will take ownership of the testing process to validate that the system will meet their needs. Accenture will help to guide and manage the process and is available for support.

<ul style="list-style-type: none"> • Task: Conduct Smoke Tests • Deliverable: Completed Smoke Tests • Owner: Accenture • Contributor: The County 	<p>Description: Accenture will conduct this test cycle to validate that the testing tenants are complete by executing short tests to validate that all key functional areas are working correctly. Accenture is responsible for fixing errors that may occur during smoke testing. The County's security team validates security provisioning is in place for testers.</p>
<ul style="list-style-type: none"> • Task: Conduct End-to-End (System) Testing • Deliverable: Completed End-to-End (System) Testing • Owner: The County • Contributor: Accenture (support) 	<p>Description: The County will conduct this test cycle to validate the flow of end-to-end processes between multiple functions and third-party integrations. Support from Accenture will include answering questions on how transactions are processed as well as troubleshooting and supporting the County in correcting issues found.</p>
<ul style="list-style-type: none"> • Task: Conduct User Experience Testing • Deliverable: Completed User Experience Testing • Owner: The County • Contributor: Accenture (support) 	<p>Description: The County will conduct this test cycle to experience the system. Support from Accenture will include answering questions on how transactions are processed. The County will be responsible for correcting issues found.</p>
<ul style="list-style-type: none"> • Task: Build Parallel Tenant • Deliverable: Parallel Tenant • Owner: The County and Accenture (Shared) 	<p>Description: Starting with a copy of the current tenant, the County and Accenture will execute a full data load to prepare a Workday tenant for parallel payroll end testing. The County is responsible for validating its accuracy.</p>
<ul style="list-style-type: none"> • Task: Conduct Payroll Parallel Testing • Deliverable: Completed Payroll Parallel Testing • Owner: The County • Contributor: Accenture (support) 	<p>Description: The County will conduct payroll parallel testing for up to 3 parallel cycles with agreed upon error percentage. Support from Accenture will include answering questions on how transactions are processed as well as troubleshooting and correcting issues found.</p>
<ul style="list-style-type: none"> • Task: Finalize Cutover Plan • Deliverable: Cutover Plan • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will finalize the plan for cutover to Workday, which is used to track completion of activities and overall status of the cutover.</p>
<ul style="list-style-type: none"> • Task: Create End User Training Content • Deliverable: End User Training Content Development • Owner: The County • Contributor: Accenture 	<p>Description: This deliverable will take on a variety of formats ranging from videos, frequently asked question documents, presentations, and exercise guides. The Workday Adoption Kit of materials form the baseline for this content. The content will be supplemented by other materials when Adoption Kit materials do not exist.</p>
<ul style="list-style-type: none"> • Task: Sign off on Test Stage • Deliverable: Test Stage Signoff • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will sign off confirming that all activities and deliverable for this stage have been completed and the project can progress to the next stage.</p>

TEST STAGE MILESTONE: Completion of the Test Stage

County Deployment Plan: Deploy Stage

Once the County has met all the exit criteria for the Test Stage, it is ready to move on to the Deploy Stage, where it will go live on Workday in a production environment using all the features and integrations configured and tested during previous stages.

<ul style="list-style-type: none"> • Task: Build Gold/Pre-Production Tenant • Deliverable: Gold/Pre-Production Tenant • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will complete all configuration and data migrations based on the previous data load. Tenant is validated by the County.</p>
<ul style="list-style-type: none"> • Task: Complete Go-Live Checklist • Deliverable: Completed Go-Live Checklist • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will complete the Workday Go-Live checklist with required information prior to Delivery Assurance Review.</p>
<ul style="list-style-type: none"> • Task: Sign Go-Live Authorization Form • Deliverable: Go-Live Authorization Form • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will complete and upload the signed Go-Live Authorization Form prior to production move. The County and Accenture will log a case with Workday to move the Gold/Pre-Production Tenant into live Production environment.</p>
<ul style="list-style-type: none"> • Task: Deliver End User Training • Deliverable: End User Training Delivery • Owner: The County • Contributor: Accenture 	<p>Description: This deliverable will take on a variety of formats using synchronous (County-led training via classroom, webinars) and asynchronous (self-paced via videos, user guides, job aids, etc.) methods.</p>
<ul style="list-style-type: none"> • Task: Sign off on Deploy Stage • Deliverable: Deploy Stage Signoff • Owner: The County and Accenture (Shared) 	<p>Description: The County and Accenture will sign off confirming all activities and deliverables for this stage have been completed.</p>

DEPLOY STAGE MILESTONE: Completion of the Deploy Stage

Project Management Additional Detail

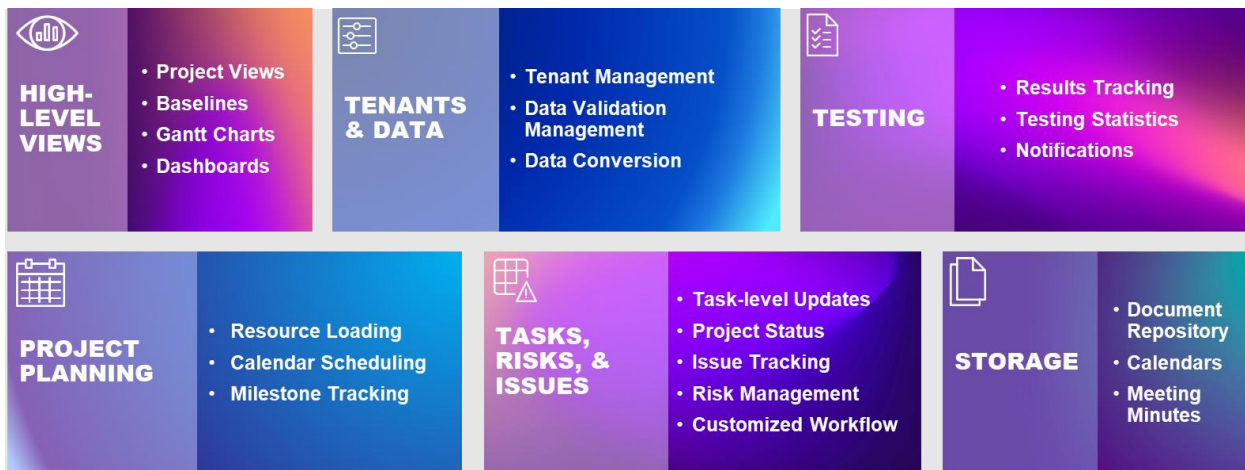
An Accenture Project Manager will work with the County’s Project Manager throughout the project to provide project leadership. We have drawn upon our decade-plus of experience managing Workday projects for public sector organizations to design a project management approach that is based on principles of effective project governance and supported by our internal Project Management Office. We will employ a County/Accenture collaborative project governance structure that will include a Steering Committee and Project Managers for the County’s Workday deployment. The Steering Committee will include County and Accenture Project Sponsor(s), County leaders from key stakeholder organizations, and County and Accenture Project Managers. The Steering Committee and Project Managers will provide centralized and coordinated project oversight and management with activities that include establishing project vision, monitoring compliance with project standards, project health reporting, risk and issue management, resource management, coaching and mentoring, and quality management services.

The Accenture and County Project Managers will create a high-level project plan during BPA, defining the project’s scope, milestones, timeframes, and resources. Accenture and the County will then use the BPA results during the project Plan Stage to develop the overall WBS Gantt that will govern the project. Throughout the project, the Accenture Project Manager will monitor a number of metrics to track progress and objectively evaluate overall project status and functional area statistics including project task percent complete, test tracking, decision tracking, integration tracking, data migration scorecards, and project knowledge repository and transfer. The Accenture Project Manager will provide these metrics to the County Project Manager and Steering Committee as part of the collaborative project governance process.

Tools and Accelerators: TAPP – The Accenture Project Portal

We have developed a robust project management tool to serve as the **unified center of communication and documentation for our Workday projects**. The Accenture Project Portal (TAPP) has been designed specifically for the deployment of Workday projects and contains information that provides a jump start on many project-related activities. TAPP eliminates the need for multiple systems, spreadsheets, or separate repositories. TAPP will be available to all of the County and Accenture project team and Steering Committee members. The County will have the opportunity to review this tool prior to starting the Workday deployment.

Project Portal Features

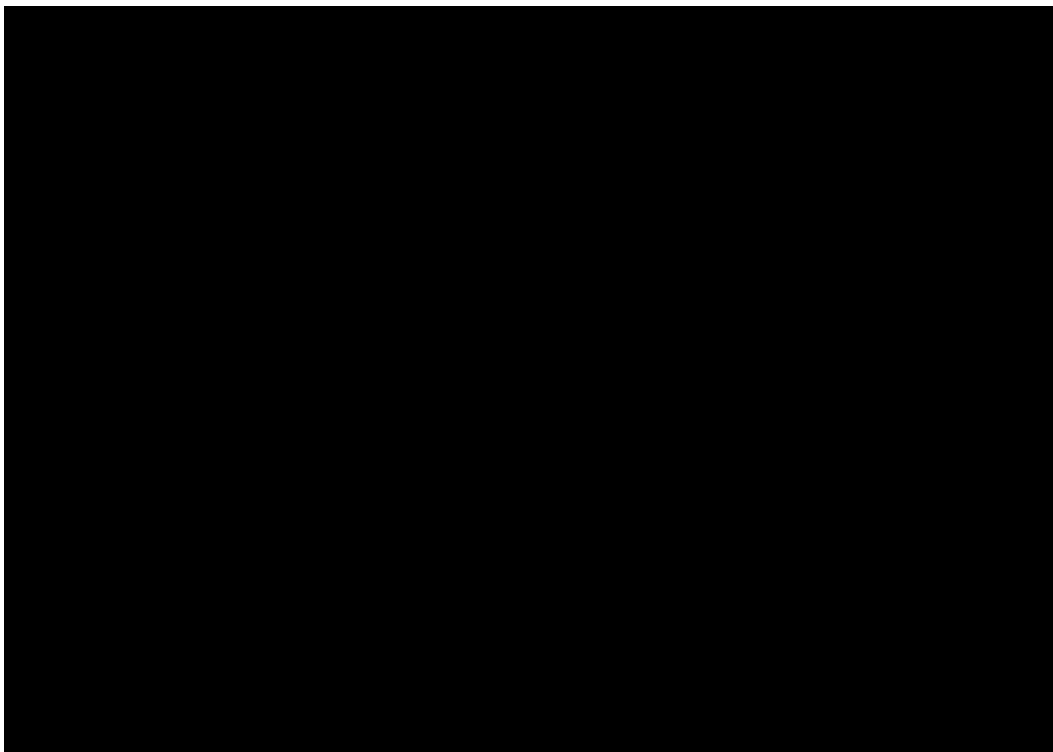


TAPP provides the following functionality:

- **Collaboration, including coordination and communication between stakeholders – TAPP provides customized workflows for each activity in the project.** Project team members can attach comments to the activities to share information with other team members assigned to the activities. Additionally, TAPP allows team members to alert other individuals outside of the assigned workstream to important information.
- **Tracking (including documenting and managing configurations) – TAPP provides a mechanism to track, update, and modify the overall project plan’s work breakdown structure** along with detailed lists for overall project status. In addition, the pre-built dashboards quickly allow insight into where activities are in relation to the activities outstanding, and how resources assigned to those activities are tracking to the project timeline.

- **Risk Monitoring:** TAPP provides constant risk monitoring and analysis for the project. TAPP analyzes every task, milestone, stage, and phase of a project and for each, reports on percentage complete and on-time start and completion. Higher-level status items, such as milestones and stages, are automatically included into Project Management Office (PMO) and Executive Steering Committee reports to provide early warning and mitigation time for issues and at-risk items. TAPP also includes more than twenty standard risks, such as resources, timeline, budget, integrations, and data, that are analyzed monthly. Any risks identified as Medium or High are automatically included in the PMO and Executive reports for further discussions and mitigation. TAPP provides dashboards and reporting on every aspect of the project to provide the Project Managers with a full view of project status and help them answer such questions as, *does this client resource have too many tasks assigned? What are the outstanding items that we need to address today? Or simply, where are we with testing?* All risks come pre-configured in TAPP and are ready to go on day one of the project.
- **Documentation** – the documentation repository is available to store, collaborate and generate items to be tracked within the workflow portion of TAPP, providing a seamless, one-point tool for overall project management.

Project Portal Views - CONFIDENTIAL



Tools and Accelerators: The Resource Capacity Tool

We developed the Accenture Resource Capacity tool to help our clients with staffing. The Accenture Resource Capacity tool provides a visual overview of the short- and long-term client project staffing needs and is designed to provide County management with lead time to shift work, provide backfill, or reassign tasks as appropriate throughout the Workday project. The Resource Capacity tool compares County staffing levels that will be needed for the project with the work schedules, availability, and planned time off of the County's project team members. The tool produces a graph of staffing levels as well as a red/yellow/green view of County staff available and compares this information to project resource needs. Accenture and County project managers can use the Resource Capacity tool to anticipate and plan for staffing constraints and help the County stay on track with project deployment.

Resource Capacity Tool Heat Map View to Assess Staffing Needs - CONFIDENTIAL



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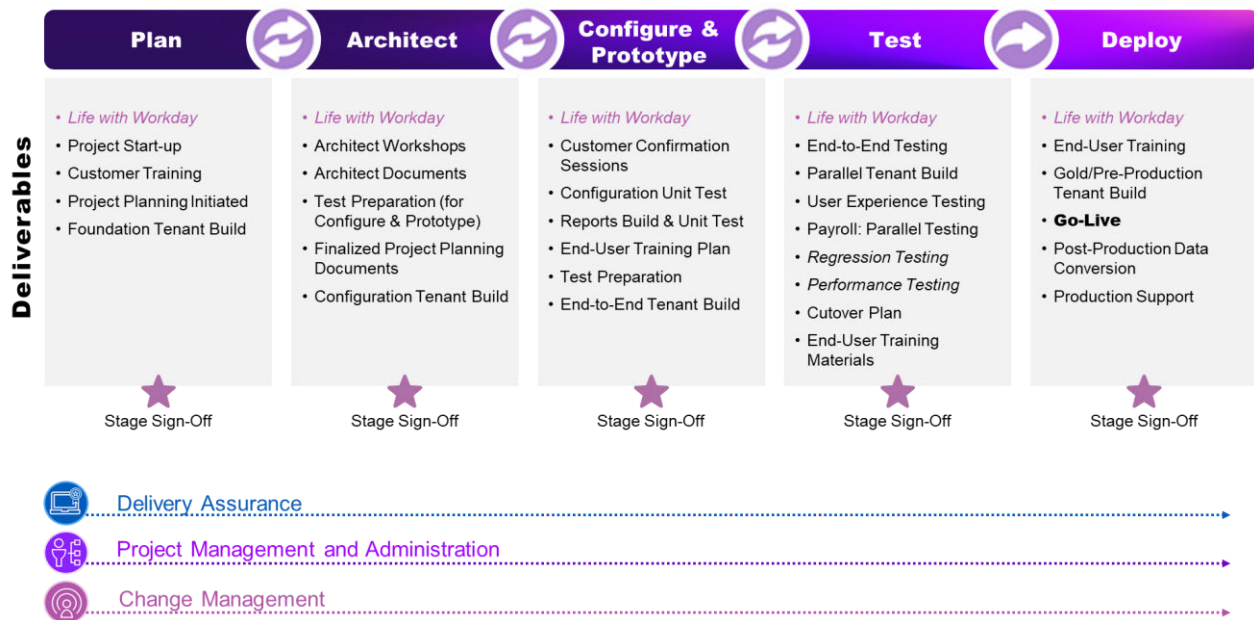
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Workday Deployment Methodology Detailed Information

Following the completion of Business Process Alignment, Accenture and the County will commence the stages of the Workday deployment following Workday’s Deployment Methodology. Workday’s Deployment Methodology is a deliverables-based approach that is supported by a toolkit of planning documents, activities, configuration templates, and techniques to deploy Workday applications effectively and provide knowledge sharing to County personnel throughout the project. The County and Accenture will use the results of Business Process Alignment during deployment. Change management activities begun during BPA continue throughout the stages of deployment.

The Workday Deployment Methodology includes design and configuration sessions, as well as the build and configuration activities requested in the next section. We are including the full methodology here to provide an overview of the project steps, from the Plan Stage through the Deploy Stage.

The figure below provides an overview of the Workday Deployment Methodology:



Methodology Stages



Plan

During the Plan Stage, the combined project teams from the County and Accenture will refine the scope of the project, develop clear project boundaries for what is in and out of scope, and create a Project Charter. The objective of the Plan Stage is to establish a consensus among the project team and key stakeholders on critical elements of what needs to be done, how and when it will be done, and who will do it.

Our project management approach engages the County’s and Accenture’s Project Management Team to manage the Project Work Plan, project resources, and scope changes, and serve as the escalation point for project issues. Following established project management principles, we will develop key strategies to deal with on-going project team communication, risk and issue management, change management, training, testing, reporting, and the transition to production support. The project management team will prepare the Project Work Plan and refine the project scope. The approved Project Work Plan and project scope will be the mechanism by which the project management team monitors project progress and identifies changes in the scope of services. The Project Work Plan will also identify the assigned resources, the deliverables, and the timing of the key deliverables.

Workday will provide the County with multiple Workday tenants for exploration and to enhance what was learned in the Workday-delivered project team training sessions. Workday will provide a learning tenant soon after the County has completed the initial onboarding tasks with Workday. In addition, Accenture can load a sample of County data into this tenant for use as a demonstration tool during the project kickoff meeting.



Architect

In the Architect Stage, the County's and Accenture's project team members will take the business process recommendations identified during BPA, determine appropriate

activities for these alignment changes, and identify exceptions that will be required to meet the stated requirements of certain departments. The project team will analyze how Workday can be configured to meet the County's specific needs within the context of the standard and custom-configured business processes identified during BPA.

The design analysis focuses on the preparation of a Workday configuration approach to meet these requirements. The objective of these sessions is ultimately to define scope and reach consensus on the functionality to be implemented and the desired level of standardization identified during BPA. These sessions will provide the foundation for design and process improvement activities happening later in the project.

Accenture's functional consultants work with the County to create a detailed blueprint of future business processes, setup requirements, integration requirements, and reporting requirements. Accenture and the County will finalize the Project Work Plan with an updated schedule and resource assignments based on decisions made during this stage.

Accenture's technical consultants work with the County to address the data migration and integration requirements. The data migration team will conduct data sessions that review required and desired data elements and the workbooks that are used to capture the data for import into the Workday tenant. These activities as well as the results of the data strategy activities conducted during BPA will allow the County to extract, translate, and populate the data gathering workbooks that will be used to complete the Foundation Tenant build. The information obtained from these activities will be used to guide the data migration process throughout the remainder of the project.

Integration consultants will conduct integration design sessions that use the initial integrations inventory and diagram developed during BPA to create the initial integration design documents, which will include functional requirements, process flows, and system-to-system field mapping/translation logic. The County should provide both functional and technical personnel who understand the legacy integration environment and requirements to the integration design sessions.

Accenture and the County work together to create a test plan and schedule to prepare for the development of test scenarios in Configuration & Prototype Stage and the End to End and User Experience testing activities during the Test Stage. The test plan and schedule document the purpose, responsibilities, schedule, and other pertinent information needed for testing.

Throughout the Architect Stage, active participation by business process owners and business area experts, representing all areas of the County, is important because each of these entities must approve the business process designs and resulting system configuration. The County should complete Workday's project team training before the beginning of the Architect stage because the business decisions made during this stage will directly affect the entire project outcome and duration. Understanding the features and capabilities of the software will help project team members to promptly reach good decisions.



Configure & Prototype

The objective of the Configure & Prototype Stage is to fully prepare the tenant for the Test Stage. Activities include (i) configuration of the Workday solution based on the business process design specifications; (ii) configuration analysis specifications; (iii) integration design; and (iv) custom report specifications developed in the Architect Stage.

During these activities, Accenture and the County complete application configurations, migrate the necessary legacy data, and complete integration configuration and development.

This stage features an iterative cycle of configuring, unit testing, reconfiguring, and retesting until the configured processes are validated to meet the County's stated organization-wide and department-specific business requirements. It also includes the first look and experience with a County configured tenant that contains actual

SPOTLIGHT

Life with Workday Workshops

We developed our *Life with Workday* workshops to **focus on change readiness for the project team and their departments or functional areas**. Our Change Management Lead will conduct these workshops at the start of each deployment stage to help your project team prepare for their new roles and responsibilities using Workday.

These workshops:

- **Progressively build** on the project team's understanding of Workday
- **Help your team visualize** the next steps of the project.
- **Help your team develop comfort and confidence with their roles** using the Workday system once live.

County data. The joint project team also builds and unit tests reports and integrations following the same iterative process.

County team members will attend training provided by Workday on writing reports within Workday. Accenture provides a hands-on reporting workshop that builds on the Workday training by developing actual reports needed by the County during the workshop.

In preparation for the Test Stage, Accenture provides sample test scenarios to support the County's creation of County-specific test scenarios, which become the roadmap for testing and validating requirements. At the conclusion of the Configure & Prototype Stage, the County, with support from Accenture, will have executed test plans, scenarios, and scripts using the business processes and data designed specifically for the County.



Test

To assess the accuracy and performance of the new system, the County will perform end-to-end testing, user experience, and parallel testing during this stage based on the test plan and scripts created during the Configure & Prototype Stage. Each test effort will have a different purpose and address a different set of conditions. The agreed-upon exit criteria

for each test effort must be met before completing this stage and moving to the final stage, Deploy. Accenture will help plan the testing and advise the County on the content of the test scripts. The County will be responsible for creating and conducting the actual testing.



Deploy

During the Deploy Stage, we move the Workday solution into production with the features and functionality described in the Project Charter. This stage also includes the transition to Workday Support Services for post-production support. The detailed Deployment Plan lists all remaining activities necessary for a successful deployment.

After go-live, Accenture will assist the County in its transition to Workday Production Services through a series of transition meetings. During this process, Accenture will conduct activities designed to share knowledge of the County's deployment to the County's Production Support Team.

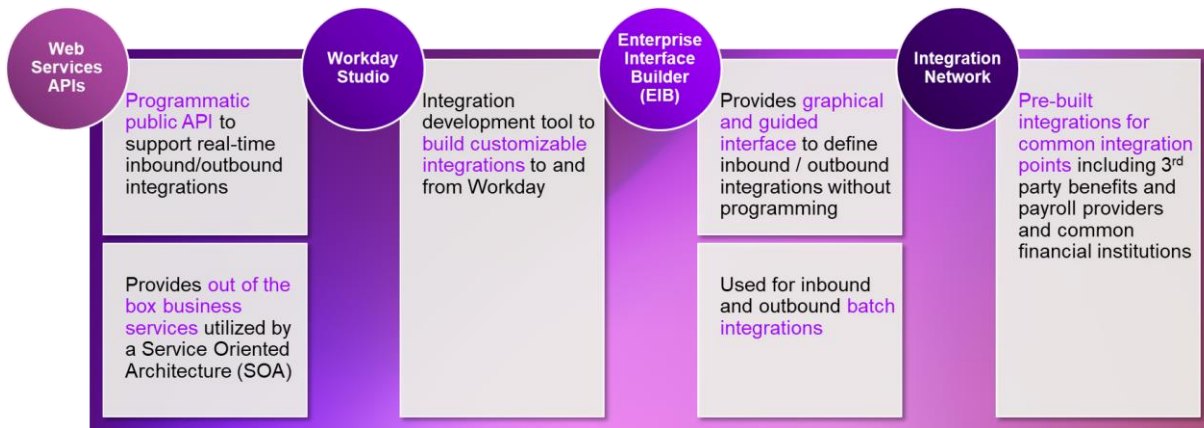
A formal exit interview will take place as a final opportunity for information gathering and sharing. Accenture will hold a review meeting with key project personnel. This activity will provide recommendations to the County and to Workday on how to leverage successes and knowledge gained throughout the project.

System Integrations Additional Detail

Accenture's recommended approach to integrations is for the County and Accenture to share integration development responsibilities. This approach is designed to support knowledge sharing between the Accenture and County teams and help the County become self-sufficient with the Workday system and integration tools by go-live. The Accenture and County teams work together throughout the project so that Accenture consultants can provide assistance to County integration developers as they are learning the technology.

During Business Process Alignment (BPA), Accenture's integration consultants will present a strategy to the County for identifying and documenting current integrations, leveraging the County's existing documentation of integrations identified in **Attachment 9 – Technical and Integration Requirements**. This integration strategy will help Accenture and the County develop an understanding of the County's current integrations that may be needed in the Workday environment. The County will create an integration inventory based on the current legacy system, which will be used to create an integration diagram and pattern document and can be used as an accelerator to the Workday design sessions during the Workday deployment project.

Workday provides four different integration tools that support different integration strategies including Service Oriented Architecture (SOA), Event Driven Architecture (EDA), and batch processing. The Workday integration tools are:



These tools allow direct access to Workday information to create business services that can be leveraged by a SOA or Event Driven Architecture.

Accenture’s integration team will work closely with the County team to understand the County’s short, medium, and long-term integration strategy, integration patterns, integration standards, and business practices. Accenture and the County will work together to identify the common object model, business services, and business events and determine an effective tool and method to implement the integrations needed by the County for the Workday project. This will help the County’s team to understand and approve the integration strategy and patterns that are used and verify that there is no duplication of effort between the two teams. County team members will need to attend Workday technical training to support their understanding of the Workday system and integrations.

During BPA and the Architect stage of the Workday deployment, Accenture and the County will identify and prioritize the final list of integrations through integration discovery and design sessions. Accenture and the County will then build, test, re-configure, and re-test the integrations during the Configure and Prototype Stage until the integrations are validated to meet the County’s stated requirements. The Test Stage confirms that the integrations are ready for production and the Deploy Stage marks the delivery of the integrations to the County through go-live.

Data Migration Additional Detail

To help mitigate risk and keep our projects on track, data migration is a key focus area for our projects. We know that data can be challenging and that is why we have a “tough on data” approach:



Over the past decade, we have developed a “tough on data” philosophy. We start early, guide and support your team through your tasks, and tackle challenges as a team as we work together toward a successful go-live.

The image above is a broad illustration of our approach on data. We know that a seemingly straightforward data extraction exercise can have unforeseen challenges – even when new tools to accelerate are used – and that can delay a project. We understand that the best way to mitigate risk with data is to do the work up front with the proper lead time to address data issues. That is why we start the data process in Business Process Alignment, before the Workday deployment stages begin, to provide the lead time needed to properly work through the data migration tasks and help our clients through the challenges that may arise as they extract data from their legacy systems. Our data consultants have experience working with clients migrating from a wide variety of legacy systems and we continually leverage that experience for our new clients.

We understand others propose to bring data conversion accelerators, but we have found that there is **no substitute for experience**. Our team of data migration consultants has successfully helped **40+** other government clients migrate their data from their legacy systems and go live with Workday and we will bring this experience to the County’s project.

Tackling Common Challenges

We have worked with our clients through a variety of challenges, such as identifying the system(s) of record and managing technical and functional resource availability to create and validate the data files needed for conversion. Our data migration approach leverages our decade of experience migrating data for the public sector and that is one of the reasons for our track record of successful Workday deployments. We start early, guide and support our clients through their tasks, **tackle challenges as a team**, and work together through our process toward go-live.

Our Data Migration Process

During Business Process Alignment (BPA), Accenture and the County will develop a high-level understanding of the County’s data requirements in their planned Workday applications. Based on our Workday experience, Accenture will provide the County with a listing of data focus areas based on the scope identified by the County, as well as options and examples for performing data cleanup, data validation, and history requirements. The County can use this information to begin data cleansing, data validation and data mapping.

Accenture and the County will conduct a data migration kickoff meeting and a Foundation Tenant (first tenant) data review session. We will provide the County with an overview of the conversion strategy and approach during the kickoff, including explaining the overall approach, roles, and responsibilities and providing a high-level overview of the tools and documents that will be used to migrate data. During the Foundation Tenant data review, we will review

the data needed to populate the Data Loader worksheets, the Excel-based documents that are used to load data into Workday.

We will help the County to develop a Data Migration and Validation Strategy, which will determine what data should be migrated based on the scope of the project. During BPA and following the functional design sessions, Accenture will provide the County with required data elements and formats that the County will extract into as necessary to execute the Data Migration and Validation Strategy. The County will create and run validation and mapping routines to transform the County's data into a format that is compatible with Workday's Data Loader tools. Accenture will take the templates with the transformed legacy data provided by the County and, using the Data Loader tools, will load the data into the Workday tenant. When that process is complete, the County will validate the data in the Workday tenant with the assistance of Accenture resources.



The County will perform full data migration cycles (legacy extract through validation of data within Workday) several times during each stage of the project. The following Workday tenants will be

built during the deployment project:

Foundation Tenant: Accenture will build the Foundation Tenant at the end of the Plan Stage using a subset of the County's data. Accenture will establish the Foundation Tenant to start the data extract process and provide a tenant with familiar data to proceed through the Architect Stage.

Configuration Tenant: The Configuration Tenant build occurs at the end of the Architect Stage and is based on design decisions made during the Architect workshops. The County and Accenture will both use this tenant to perform iterative configuration cycles of functional features, begin building integrations and reports, and resolve data issues.

End to End Tenant: The End to End Tenant build occurs at the end of the Configure and Prototype Stage. This build is a complete tenant build with all configuration, business processes, data migration, integrations and reports that will be used for end to end testing.

Payroll Parallel Tenant: The Parallel Tenant build occurs after the completion of End to End testing during the Test Stage. The Parallel Tenant is a complete build with all configuration, business processes, data migration, integration, and reports that will be used for Payroll parallel testing.

Pre-Production Tenant: The Pre-Production Tenant build occurs during the Deploy Stage and is the final tenant build that will become the Production environment. The configuration, business processes, data migration, integrations, reports, and catch-up transactions in the Pre-Production Tenant reviewed by Workday Delivery Assurance will be the Production environment at go-live.

Project Portal Tracking

Data migration activities will be tracked and monitored in The Accenture Project Portal (TAPP). TAPP provides a means to track the data conversion process through workbook review, data extraction, and load processing. The mechanism used to track data conversion includes error trapping for resolutions whether data cleansing, extract updates, or configuration adjustments. Real-time dashboards provide an overall view of the process, which facilitates the builds and enhances accuracy through the iterative and agile process.

Retaining Legacy Data

We understand how important legacy data is to our clients and have worked with organizations on a number of approaches to retaining legacy data including maintaining legacy systems in a read only mode, converting data into Workday, or providing an external repository for the required data. In our experience, organizations benefit from exploring the various options and discussing the details of each with Accenture's consultants prior to making a decision. We include in our services a historical data migration workshop to identify, evaluate, and decide on how to effectively address an organization's data retention needs. Accenture will provide pricing for historical data services once the County has determined its desired approach.

SPOTLIGHT

Data Migration Preparation Tips

- ✓ **Inventory legacy systems** and the corresponding data stored in each system
- ✓ **Assemble an overview of known data issues** (missing data, invalid data, duplicate date, etc.) in the legacy systems
- ✓ **Identify additional sources of data**, such as Excel spreadsheets or MS Access databases, that are used instead of the data stored in official legacy systems
- ✓ **Identify custom fields that need to be migrated** to the new system (system processing, reports, interfaces, etc.)

Accenture's Prism Starter Package is designed to introduce the County to Workday Prism. The Accenture Prism Lead will deliver a workshop to the County and work closely with the County to design and build one of the identified use cases and corresponding reports. Our approach emphasizes collaboration and knowledge sharing to help the County develop understanding and skills with Prism.

Accenture is proud to have achieved notable "firsts" in our work with Workday Prism Analytics in government and was recently recognized by Workday as [the winner of Workday's 2021 Innovation Award for Government for our leadership with Prism](#). We led the first Workday Prism Analytics deployment for a government customer, the City and County of Denver, in January 2020, and we remotely deployed Workday Prism Analytics (live July 2020) and People Analytics (live August 2020) for the Las Vegas Valley Water District. The Las Vegas Valley Water District's People Analytics deployment was the first for a government entity and the first Workday customer to have People Analytics deployed by **any** partner.

Testing Additional Detail

Accenture's approach for testing during the Workday project is to help the County plan the testing and advise the County on the content of test scripts to support County personnel who will conduct the actual testing. The process of testing during the Workday project begins early in the Plan Stage. The County will identify a Testing Lead, who will meet with project managers to discuss and coordinate objectives and activities related to the testing process. The County and Accenture will work together to create the Test Plan and Schedule to guide the testing efforts throughout the project. This strategy will include a detailed approach, resources required, and acceptance criteria for testing. An additional payroll parallel plan will document the path to achieve accuracy of payroll processing with financial posting.

The County Testing Lead will be involved during the Architect Stage and will attend many of the design sessions to gain familiarity with Workday functional areas. The Accenture and County project managers will identify the testing team, composed of project team members, business end users, and reporting and integration users. Accenture will provide baseline Workday test scenarios, which the County will use to create County-specific test scenarios representing Workday functions, features, and integration components to validate that the system functions and meets expectations.



Testing Lifecycle

A full testing lifecycle involves Smoke Testing, Unit Testing, End to End Testing, User Experience Testing, and Payroll Parallel testing.

Smoke Testing: Smoke testing involves executing short tests to confirm all key functional areas are working correctly. The Accenture consultants will validate that the testing tenants are complete. The County's security team will validate that correct security provisioning is in place for testers.

Unit Testing: During unit testing, the County and Accenture will focus on testing individual units of functionality to confirm that each unit performs its assigned function independently of other units. Unit testing will confirm that configurations conform to design requirements identified in the Architect Stage.

End-to-End (System) Testing: The County and Accenture team members will process activities from beginning to end and conduct "day in the life" scenarios that include business processes, calculations, integrations, and custom reports. End-to-end testing validates all variations of configured business processes, security, integrations, and reports against the defined business requirements and any previous changes that the County has documented in prior testing efforts. All in-scope upstream and downstream systems should be included in end-to-end testing.

User Experience Testing: The County will take the lead and conduct production-like testing to confirm the system is ready for final payroll parallel testing and migration to production. The County will involve the County's business end user support team to participate in the testing practices so that they can observe the common questions and user issues that they may experience at go-live.

Payroll Parallel Testing: Accenture and the County will jointly conduct payroll parallel testing to reconcile results to payroll periods in the legacy system to verify the readiness for production migration. Accenture and the County will run two payroll parallels to validate same period processing against legacy production and validate payroll results and other third-party integration results.



Testing Tools

We bring key testing tools and templates to our projects to support the testing process. These include our toolkit of testing templates and scenarios and The Accenture Project Portal (TAPP).

Toolkit of Templates: We leverage a toolkit of testing templates and scenarios to guide Workday projects through successful testing. This toolkit includes a Testing Strategy template, Test and Validation Plan templates, Payroll Parallel Test Plan template, and Workday Test scenarios.

The Accenture Project Portal (TAPP): TAPP serves as a repository to store all test scenarios and scripts, identify testing owners, track testing completion and track issues that identified and necessary re-testing. Throughout testing, the County and Accenture will use TAPP as a central point of collaboration. The County will use TAPP to define, coordinate, track, and record results for test activities throughout the various stages of testing. The County will track testing statistics daily using the project portal's dashboards and automated email notifications to the various test owners. The County and Accenture will communicate to all team members the status and remaining testing activities needed to successfully complete the testing cycle.



Test Stage Completion

The County will conduct a subset of the end-to-end test scenarios to confirm production readiness. The County will conduct closing process activities, including testing period-end and year-end processes for a complete accounting life cycle. Completion and acceptance of the testing stage will signify that the team, configurations, and integrations are ready for the deployment stage to begin including the migration to the production environment.

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End User Training Additional Detail

We support the Workday implementation with a flexible training services offering. Our end-user training approach is designed to be adaptable to the unique needs of public sector organizations, supporting live, virtual, in-person, and self-paced training. Our approach is paced with the Workday methodology stages, working in concert with the overall deployment:



Training Strategy and Curriculum

We develop a **Training Strategy** for the Workday project that plans for (1) introductory events to expose users to Workday, (2) process-based end-user training just prior to deployment of new functionality, and (3) “on-the-job” post-production support.

We then work together to develop the **Training Curriculum**, a detailed listing and narrative that describes each end-user course. The curriculum guides development for training deployment based on impacted stakeholders and future state processes that proactively informs, educates, and reinforces sustainable skills. More specifically, it details the training vehicles by audience, the timeline for development and delivery as well as the different quality reviewers.

COURSE NAME	COURSE 01: WORKDAY-GETTING STARTED	COURSE 02: WORKDAY-HUMAN RESOURCES
Delivery Method	Web-based	Instructor -Led
Target Audience	All employees	HR Generalists
Pre-Requisite	N/A	Intro: WGS
Est. Audience	3,000	50
Est. Duration	30 minutes	2 hours
Course Description	This course provides introduction to Workday HR self service. Participants learn about key terms, basic navigation, search functionality, and much more. Common Processes, such as requested Paid Time Off and reviewing a pay statement will be covered.	This course provides detailed instruction for the HR processes, from an HR perspective. Course participants learn about their role in each process, how to support managers and employees to complete their roles in the processes, and how to run reports.

Because Workday impacts all County employees in different ways, the **curriculum is organized around user groups** and their specific needs. The training curriculum will **identify the target audience** where training has the highest demand. This allows us to prioritize needs and identify the appropriate training vehicle. We consider which roles are most business-critical, which groups have the most users to train, and whether skills for a given role are needed that do not currently exist.

Determining the Audience

The curriculum matches required learning to future job roles and business processes. From our experience, four major end-user groups typically need to use Workday to perform their jobs in some capacity:

- **Partners** (e.g., Payroll Administrator, Benefits Administrator, Payables Manager, etc.) perform business process tasks in the system most frequently and are the primary users of Workday functionality. These users are the main support structure for running Workday after go-live. We assume most individuals within this user group will be sufficiently involved in the implementation to satisfy their training requirements to perform their role upon go-live.
- **Manager Self Service** users are those who are required to use the system to initiate employee-related business process transactions and display information to make decisions. They need to be able to pull information out of Workday as required so that their portion of the business process runs smoothly. This user group benefits from instructor-led training as they need to use Workday immediately upon go-live. There are many options to train Managers: videos, practice sessions, demos, job aids. While classroom instruction and hands-on practice will benefit this group, other delivery options may exist depending upon the amount of system functionality implemented and the flexibility in the users' schedules. The County can expect that users in this group will spend anywhere from two to three hours of training on average.
- **Employee Self Service** users have a very specific need for only a few business processes that they use as part of their job, but not the focus of their job. As a result, several delivery options exist. These users need to understand why they perform the tasks they do related to the overall business processes and how important it is for those tasks to be performed correctly. The amount of training will be minimal and focused on the specific activities they need. The County can expect that users in this group will spend anywhere from one to two hours on average learning the system prior to go live.
- **Power Users** have advanced knowledge in certain areas such as Accounting, Payables, or Procurement. They work in the specialist departments of the County and are available to other users as contact persons. This user group benefits early exposure to Workday as they need to use Workday immediately upon go-live. These users will participate in focus groups, testing and training material guidance.

During the development of the training strategy, Accenture will work with the County to determine the types and nature of end-user training required based on the specific job roles, business processes, and the number of respective users that need to be trained. A comprehensive audience analysis will determine which end-users receive which training. Through Accenture's experience managing large end-user training programs, we know that this is a critical component of deploying training to the County. Accenture will work with the County to prioritize the training deployment based on the rollout and cutover strategy.

Training Content Development

Our approach to content development is to follow Workday's standard approach for training content development and support our clients' lead in the development/customization of training materials. If the County uses Workday's Adoption Kit to develop its content, Accenture will provide knowledge sharing and guidance for two to three County individuals to support their content development efforts.

Training Delivery Methods

Accenture will work closely with the County to understand training needs and determine appropriate training delivery methods for the content and the learners. As part of providing relevant training for each impacted County staff, different training vehicles will be employed to deliver the necessary content in the right way at the right time. This can range from hands on classroom-based training for staff who will interact with the Workday solution daily to lighter touch training for those who just need to know how to review information on an as needed basis. Accenture will work with the County to determine the types and nature of end-user training required based on the County's specific job roles, business processes, and the number of respective users that need to be trained.

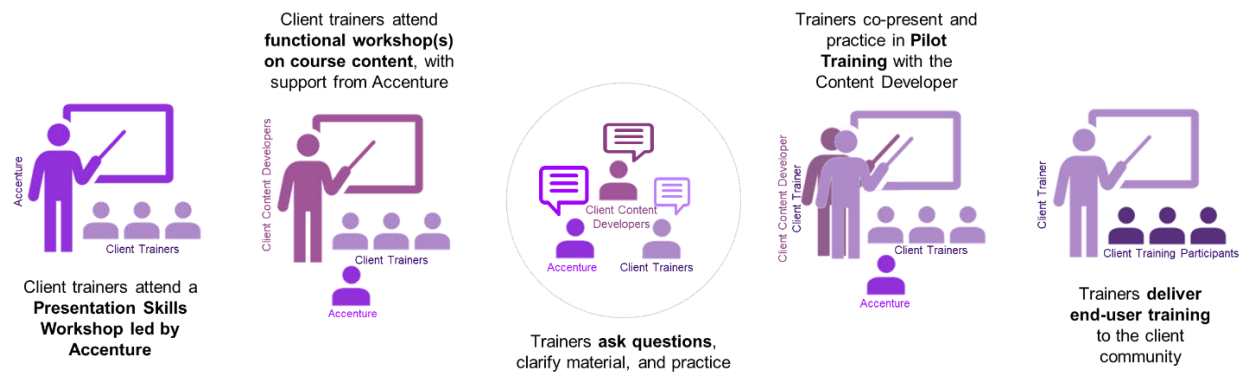
Common training delivery methods:

- **Instructor Led Training (ILT):** In-class training (live or virtual) delivered by an instructor trained to both deliver the training content and classroom facilitation. We will prepare County training staff to deliver general Workday training via a **Train-the-Trainer** program (described in more detail below), and we will help the County set up a **hands-on training environment** (or tenant), which significantly enhances learning and knowledge retention.
- **Video Learning:** Recorded in a tool such as Captivate; these demonstrate specific functionality or processes with a live recording of the system with a narrator describing the action on screen. Additionally, Accenture offers our **Bytes of Knowledge** video learning library for conceptual information (described in the Supporting Remote Training section below) to complement custom task-level video training.

- **Job Aids:** Short, usually one-page, **focused instructions** for key system processes/functionality.
- **In-System Help:** One of the advantages of the Workday solution are the **unique and configurable** in-system features to drive user adoption. These are features that provide real-time access to tips, hints, training, and other guidance to reinforce training and improve change adoption.

Train-the-Trainer Approach

For instructor-led training, we recommend the train-the-trainer approach, which will prepare County trainers to train users across the County. We will include a Trainer Engagement Plan and lead the train-the-trainer approach to help County trainers prepare to deliver their classes. We use the following train-the-trainer approach:



As part of the train-the-trainer approach, we conduct **Pilot Training** to validate that the training materials and delivery meet the County’s requirements and to give County trainers an opportunity to deliver training to a group of peers and make modifications before delivering training to the larger end-user community. Train-the-trainer sessions help future County trainers develop a solid command of the functions and procedures that they will teach in the classes.

Supporting Remote Training

Our clients are currently deploying remotely and delivering remote training. To support remote training and as part of our development of the Training Strategy, we will take into account County-specific factors such as available personnel, County technology, staff schedules, and firewall requirements. Accenture will leverage our experiences supporting remote training for our other clients to provide recommendations for the County – we have helped clients deliver live virtual sessions to large numbers of participants and small focus groups, conduct open, hands-on virtual lab sessions, pre-record and distribute training videos, and facilitate open chat sessions. We will conduct an analysis and comparison of the available meeting technologies, such as GoToMeeting, Zoom, Teams, Skype, and WebEx to help the County determine the appropriate delivery platform.



Bytes of Knowledge is Accenture’s video learning library for Workday implementations. We have designed these videos for a public sector audience, leveraging our decade-plus of experience helping public sector organizations transform their operations with Workday.

The Bytes of Knowledge videos focus on the conceptual information needed to understand and effectively use the Workday system and complement a variety of end-user training program formats, from live and web-based instructor-led classes to self-paced training manuals.

Anyone can benefit from these videos, from stakeholders to the project team to the end user community.

Evaluating Effectiveness and Comprehension

Training sessions start with Workday navigation to build a foundation of Workday understanding and from there progress to applications and tasks. Our approach to monitor staff comprehension and provide assistance to trainees involves actively engaging the trainees and encouraging questions. During small-group training sessions, trainers are prepared with comprehension questions to ask trainees and work individually with trainees to promote full engagement. Our approach is to have more than one trainer in each session so that while one trainer is instructing, another is supporting trainees by answering questions in the chat. We keep track of all questions asked, both verbally and in chats, to help gauge comprehension.

Post-Deployment Training Strategy

Accenture recommends that the County views the education process as a continuum, something that will not finish after the go-live of Workday. Accenture will work with the County to draft a Post-Deployment Training Strategy to guide activities for subsequent Workday releases.

Appendix C: Accenture Project Spotlights and Case Studies

Accenture would like to share more information about our projects with the County. In this section, please find project spotlights for Placer County, CA; Clark County, WA; Oakland County, MI; and the City and County of Denver, CO; as well as an in-depth case study on the City and County of Denver.

Background

Placer County, California issued a Request for Proposal in 2016 seeking a solution and service provider to replace its Performance Series (PAS) system for finance and PeopleSoft (aka ACORN) system for Human Capital Management and Payroll related functions. The County's systems had become complex and costly to maintain and upgrade.

Selection

The County selected Accenture's Workday Government and Education Practice and Workday with the goals of minimizing manual transactions, implementing Manager and Employee self-service, eliminating paper, automating work processes and report generation, automating internal and 3rd party integrations, realigning staff focus toward data analysis, and leveraging leading practices for improved operational performance and efficiencies. Accenture provided Business Process Alignment, project management, change management, Workday deployment including configuration, data migration, integration, testing support, and reporting, training support, and post-production support.

The Project

The County requested a phased approach that would replace its PAS Financials system first. Accenture began the "Financials First" deployment with Business Process Alignment, reviewing the County's current systems and processes and developing a plan for aligning the current processes with Workday's standard processes. Placer worked closely with Accenture, to design, build, and test all applicable business processes. There was strong collaboration and communication between all project team members. Accenture's Change Management Lead began change management, communication, and marketing activities at the start of the project and continued these activities with the County change management team throughout the project. The County's strong executive sponsorship, leadership committee, and project management worked with Accenture's team to support the project. The County trained all employees on the Workday system with guidance from Accenture's train-the-trainer and training support program.

Ongoing Support and Enhancement

Accenture is currently assisting Placer County with its Workday system by providing Optimization services.

About Placer County

Placer County, California is included in the Greater Sacramento metropolitan area and has 2,700 employees. The County has a total area of 1,502 square miles and its county seat is Auburn.

Workday Technology

Financials, Foundation Data Model, Accounting, Customers, Projects, Grants, Procurement, Suppliers, Banking and Settlement, Assets, Inventory, Expenses, Core HCM, Onboarding, Compensation, Benefits, Absence, Payroll, and Time Tracking

Project Go-Lives

- Financials Live July 2018
- HCM/Payroll Live July 2019

Highlights

- "Financials-first" deployment
- Streamlined business processes across all functional areas
- Increased visibility into the process history and audit trail of every item
- Gained ability to do exception-based invoice approvals for invoices under \$1,000 and not require the Auditor Controller's Office (ACO) to have to approve low-dollar invoices (approximately 85% of invoices)
- Assets brought in with the financial system of record and integrated financials areas including procurement and Accounts Payable
- 22 integrations
- Reduced redundant data entry, storage, and paper processing
- Implemented self-service
- Gained ability of mobile transactions, such as approvals and expense reimbursements

Background

Clark County, Washington learned in 2015 that its Oracle E-Business Suite system would no longer be supported and launched an initiative to evaluate replacement systems. The County considered ten different software system options.

The County selected the Workday cloud solution and Accenture's Workday Government and Education Practice as prime services provider to lead the project. The County's goal was to standardize its business processes, move toward centralization and de-customization, automate manual processes, and gain efficiencies through self-service applications.

The Project

Accenture began the project by guiding the County through Business Process Alignment (BPA), which [provided the County with an opportunity to review its current processes and plan for alignment to Workday's standard processes](#). Accenture included Change Management activities in BPA, including conducting the PACT™ survey to assess the County's readiness for change, and then continued to work with the County's Change Management team throughout the project on communications, engagement, and other activities.

After BPA, the Accenture consultants worked with Clark County's project team throughout the stages of the Workday deployment methodology, using the results of the BPA to inform configuration decisions during the deployment. For end-user training, Clark County owned the tool Articulate and created videos for employees. The County and Accenture created training templates for in-person sessions and County department trainers customized those templates for their audiences. Accenture provided train-the-trainer sessions for County department functional experts, who conducted the training sessions for department users. The County used the Adoption Kit as a foundation for its training materials.

Results

The County went live on Workday HCM and Payroll [on time and within budget](#) in July 2018. The County's Phase II Financials project went live eight months later in March 2019. Accenture has supported the County on an ongoing basis through our Optimization Support Services and deployed Workday Prism Analytics in January 2021 to assist the County with its data history and reporting needs.

"Our Workday project was successful due to a combined effort from Accenture and Clark County Staff, and we came in under budget. Accenture's emphasis on change management helped prepare the County for Workday best practices. Project management and communication at the top were very good, and we always had access to people at the appropriate level."

Mark Gassaway, Finance Director and Project Manager

About Clark County

Clark County is located in the southwestern part of Washington State. Its nearly 2,000 employees serve a population of 425,000. Its county seat and largest city is Vancouver.

Workday Technology

Core HR, Position Management, Recruiting, Time Tracking, Compensation, Benefits, Absence Management, Payroll, Core Financials, Financial Reporting, Customer Accounts & Contracts, Procurement, Suppliers, Banking & Settlements, Business Assets, Grant Management, Project & Work Order Management, Learning, and Prism

Project Go-Lives

- Workday HCM/Payroll: July 2018
- Workday Financials: March 2019
- Workday Learning: December 2020
- Workday Prism: January 2021

Highlights

- **12** complex bargaining agreements
- Integrated to [CanAm Teller](#) for Cashiering
- Use Workday Customer Contracts and the Customer Contract Work Area to [automate annual invoicing](#) for all of the County's 7000 alarm permits
- [Eliminated manual key-in](#) task for the Customer Invoice BIRT by adding a barcode for Teller scanning devices

Background

Oakland County, MI and the Accenture deployment team were in process with a system transformation from PeopleSoft to Workday for HCM, Payroll, and Financials when stay-at-home orders were issued due to the COVID-19 pandemic. The Accenture and Oakland project team had to quickly pivot from a combined onsite/remote deployment model to a fully-remote approach. The team successfully went live, fully-remotely, on Workday HCM and Payroll in July 2020.

Remote Training Approach

The County was required to train all of its employees using a fully remote approach due to COVID-19. The County assigned a team of trainers that included managers and project Change Ambassadors, representatives from different areas of the County. The Accenture Change Management and Training Leads conducted [remote train-the-trainer sessions for 500 critical employees to help prepare them to train 5000 employees](#) on Employee Self Service, Manager Self Service, and Time Tracking.

The Accenture and County team developed a strategy of training on Employee and Manager Self Service in small groups of 20-25 participants. The Time Tracking training was arranged into groups of “like users” (such as punch in/punch out users, users who coded time to projects or grants, and exempt and non/exempt users) to focus the subject matter of the training on functions relevant to each group. The team followed a two-week-on, one-week-off schedule approach: virtual sessions for one functional area were held over a two-week period, followed by a week off, allowing the trainers time to respond to questions and prepare for the next two-week round of training. Time Tracking training was conducted two weeks before go-live.

After the sessions were complete, the County offered daily support calls for the departments most impacted by the use of Workday, including Sheriff and Parks. The County also offered “open office hours” once a week to support Change Ambassadors and the Training team staffed a Workday help line during business hours, providing assistance and capturing and tracking help tickets.

Workday Learning in Use

The County took advantage of [Workday Learning](#), which was included in the Phase I project scope. Critical employees were asked to enroll in their desired training sessions through the Learning application in Workday. The Accenture and County team used Workday to report on the number of people enrolled and participation in the virtual sessions. The use of Learning automated enrollment and logistics, allowing the training team to focus on creating the training content. Workday Learning also provided an opportunity for employees to explore Workday in use and come to training sessions with questions based on real experiences.

About Oakland County

Oakland County, MI has approximately 5,000 employees serving a population of 1,250,000. The County is comprised of 62 cities, townships, and villages.

Workday Technology

- **Phase I:** Human Capital Management, Compensation, Benefits, Time Tracking, Payroll, Absence, and Learning Management
- **Phase II:** Talent and Performance
- **Phase III:** Core Financials, Financial Reporting, Customer Accounts & Contracts, Procurement, Suppliers, Banking & Settlements, Business Assets, Grants Management, Project & Work Management, Planning, Expenses, and Project Billing

Project Go-Lives

- Phase I: July 2020 (Remote)
- Phase II: January 2021 (Remote)
- Phase III: 2022 Scheduled

Testimonials

“Our change management expert from Accenture has a [special knack for bringing people together](#). She knows how important it is to celebrate the people on our Workday implementation team and our successes.”

Lynn Sonkiss, Fiscal Services Officer

“Thank you, Accenture, for staying focused during our remote COVID implementation...for your diligence, patience, fortitude, and positivity. We all need encouragement from time to time and [we are so pleased to partner with you](#).”

Mike Timm, Director of Information Technology

Background

The City and County of Denver (including Denver International Airport) was burdened with maintaining an outdated PeopleSoft software system and was falling further behind with expensive upgrades. With the accumulation of 15 years' worth of workarounds and customizations, Denver's Technology Services department needed to move from maintaining 22 servers and 34 databases, spending a significant amount of time patching and backing up outdated software, maintaining siloed applications, and running status quo processes to freeing up resources to analyze and plan for the future. Specific goals included:

- Eliminate in-house server maintenance by moving to the Cloud
- Improve efficiencies by moving to an integrated solution
- Eliminate the manual paper processes that required forms to be filled out in triplicate, as well as the opportunity for errors inherent in manual processes
- Provide departments with reporting and embedded analytics tools to lift the burden from the IT department
- Provide employees with mobile options to provide a level of convenience they have come to expect

Denver chose Accenture's Workday Government and Education Practice to help implement a full-system transformation because of our public sector knowledge and Workday experience. Workday provides an entire suite of global applications—from finance to HR—all delivered in the Cloud, which aligned with the city's "Cloud First" strategy.

The Project

Accenture began the project by leading Denver through Accenture's proprietary Business Process Alignment (BPA) service, which helped Denver redefine and standardize business processes that would be impacted by the new technology. Accenture then led Denver's Workday deployment including configuration, integration, data migration, and testing support. Throughout the project, Accenture provided change management and project management services and assisted Denver by providing train-the-trainer and training support for Denver's training staff. The Accenture and Denver teams worked in partnership from kick-off through go-live.

Results

The City and County went live on time and on budget. Following Accenture's post-production support services, Accenture has continued to deploy additional functionality for the City and County through its Optimization services, including Prism Analytics in January 2020 – a first for any government organization.

"Accenture's team performed with excellence on our Prism Analytics project. Every member of the team was engaged and brought brilliant solutions to the table. This was a terrific project and it highlighted the strong relationship that exists between our two companies. Thank you for being such a great partner!"

Chris Longshore, Director of HR Technology and Innovation

About Denver

The consolidated City and County of Denver employs 14,000 people serving over 700,000 residents.

Workday Technology

HCM, Compensation, Benefits, Talent, Payroll, Financial Accounting, Supplier Management, Revenue, Projects, Grants, Business Assets, Procurement, Banking and Settlement, Expenses, Recruiting, Revenue, Learning Management, Prism Analytics, People Analytics

Project Go-Lives

- HCM/Payroll: January 2017
- Financials: August 2017
- Expenses: June 2018
- Recruiting: August 2018
- Revenue: November 2018
- Learning: April 2019
- Prism Analytics: January 2020
- People Analytics: Dec. 2020

Highlights

- Eliminated approximately 75% of all paper processes
- Automated reporting allowing business units to generate their own reports and make data-based decisions
- Automated onboarding increasing efficiency and velocity with recruiting
- Employees manage benefits and payroll options online with remote requisition approval

The Mile High City reaches for the cloud

Workday transformation turns
The City and County of Denver
into a top employer



Eliminating cost and waste

In 2015 the City and County of Denver's (CCD) workforce was rapidly growing - and legacy technology systems designed to support them were struggling to keep up. CCD employs 14,000 people and manages the Denver International Airport, libraries, and the police, fire and sheriff departments.

Its HR and finance departments maintained an outdated, highly customized, and unsupported ERP solution that was expensive to run and required continuous patching and workarounds. The infrastructure had not been upgraded in 15 years and relied on 22 servers, 34 databases, and many other siloed applications. Recognizing it had to modernize to thrive, pioneering city leadership decided to pivot to a cloud-first strategy. The move would eliminate costly on-premises servers and enable CCD to scale new services and adopt emerging technology to support their

workforce and constituents. A move to the cloud promised to dramatically reduce manual paper processes and human error, freeing the workforce to focus on higher value activities. CCD wanted to enhance its workers' experience by providing them with mobile applications to offer convenience and flexibility, and analytics tools to automate reporting. The department also wanted to eliminate the potential for variable and costly upgrades. Beyond these transformative goals, CCD had one overarching ambition: to be regarded as a top employer in the city, capable of attracting and retaining the best talent. CCD chose Accenture to deploy the transformation because of its deep public sector knowledge and ability to deliver impact at scale by bringing people and technology together. Accenture recommended the Workday platform due to its high customer satisfaction rating and cloud-first mobile offerings.

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“As a CHRO, reliance on successful business partnerships is crucial, particularly when implementing a powerful HCM application such as Workday. Our partnership with Accenture provided the critical expertise we needed to transition to Workday and then continue with additional application modules such as Recruiting and Learning.”

**Karen Niparko,
Chief Human Resources Officer
City and County of Denver**



When tech meets human ingenuity

Strategizing for continual improvement

Accenture worked closely with CCD from the earliest stages of the program on business process alignment (BPA). Business processes that could be eliminated or improved were identified, along with gaps where new processes should be introduced.

With CCD's executive leadership in the room during the BPA sessions, the decision-making process was thorough, and the entire program gained immediate and firm stakeholder buy-in. With a full view of the current architecture and what needed to be done, Accenture brought staff from every CCD department together for the change management program.

CCD chose to deploy Workday Human Capital Management (HCM) and Payroll first in January 2017, followed by Workday Financial Management in August later that year. CCD planned to integrate new Workday modules as and when they were released, adhering to a strategy of continual improvement. Accenture led the deployment, including configuration, integration, data migration, and testing.

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A valuable difference

Empowering the workforce

The Workday deployment went live, on time and on budget, making CCD one of the first local governments to launch the solution. The success of the project led to further Workday rollouts, with Accenture deploying modules for Expenses, Recruiting and Revenue in 2018, Learning in 2019, and Workday Prism Analytics in 2020. The impact at CCD has been game changing. When the pandemic struck, CCD effortlessly switched to remote working much faster than if they had still been running an on-premises Enterprise Resource Planning (ERP) system.

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A valuable difference

The program has had an impressive and tangible impact on daily work:

Time-to-hire reduced from 90 days to **45-50 days**, on average

Library of pre-populated basic reporting for all

Workers have easy access and control over **personal HR activities**, including benefits and payroll

Self-service automated reporting for data-driven business decisions

6,600 HR processes automated

55,000 applicants processed through Workday Recruiting in 2018, with 1,300 people hired

25,000 Non-purchase order vouchers save the city 25,000 pieces of paper each year

More than 100 candidates hired in two to five days for urgent work at COVID-19 testing sites and vaccine call centers as a result of Workday's Rapid Hiring function

75% of manual paper processes eliminated

Diversity Candidate Pool Data helps recruiters see the diversity makeup of the candidate pool for any open recruitment at the click of a button, so they can adjust recruiting strategies based on data

Workday Prism Analytics standardized millions of historical job applications and provides access to data held outside of Workday (legacy systems were retired)

A holistic view of workforce needs is used to gather insights on how to improve employee retention

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A valuable difference

The Workday deployment was a huge success thanks to CCD's committed and forward-thinking executive leadership and Accenture's considered approach and Workday knowledge. CCD can now expect predictable annual costs, and Workday updates every six months. The changes are giving workers greater freedom over their daily workloads and employment, enabling them to focus on constituent-facing priorities and strategic work such as diversifying recruitment.

In 2021 Accenture was awarded the Workday Partner Industry Innovation Award for Government in recognition of our Workday Prism Analytics accelerator for public sector, utilized at CCD. The Workday solution contributed to CCD realizing one of its key long-term goals. **In 2019 the City and County was voted one of Colorado's top ten employers by Forbes**, an extremely rare accolade for any government department and further proof that at CCD you can truly 'be a part of the city you love'.

"We derived a lot of benefits from our Workday implementation. One of the biggest ones was that we now have predicable operating costs, versus the historical, expensive, unpredictable capital expenditures. We really add value when we are delivering services to our customers that make their jobs easier and more efficient."

Chris Binnicker,
Deputy CIO,
City and County of Denver

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Appendix D: Can/Am Technologies Company Background Form and References

5.6 Attachment 6: Company Background Form

Please complete the form for each firm (software and/or implementation provider) included in the proposal.

Firm Background Information	
Company Name	Can/Am Technologies, Inc.
Location of Headquarters	Lakewood, CO
Proposer History	
Years of Experience Providing ERP Software/Implementation Services	21
Previous Names/Successor Firms	N/A
Project Experience	
List five current or recent projects working with local governments of similar size and scope	Santa Clara County, CA; Clark County, WA; Hamilton County, IN; Macomb County, MI; Bernalillo County, NM
What are the critical success factors for projects with similar size and scope?	Strong communication, software that is comprehensive and configurable and a true desire to help the client be successful.

Please complete the form for the cloud-based SaaS ERP software solution included in the proposal.

ERP Software Background Information	
Software Product Name	Teller
Software History	
Current Version of ERP Software	7.5
Date of Release for Current Version of the ERP Software	March, 2021
Date of First Release of ERP Software	2007
Identify any Precursor ERP Software Products of Alternate Names	N/A
Cloud-based / SaaS	
Where are your data centers located?	Teller is hosted on Amazon Web Services using a variety of AWS services including RDS and EC2. Teller is deployed and architected for full and automatic redundancy across AWS Availability Zones, which are guaranteed to be physically separate data centers. AWS Western Region is hosted in Oregon. The Teller infrastructure serving a given client utilizes at least 2 availability zones. In addition, server images and backups are replicated to a second geographic region to insure against the possibility of a catastrophe affecting a given Region. The Teller Cloud is hosted on AWS with full redundancy. Using Elastic Load Balancing, requests are routed to web servers that reside in multiple Availability Zones. The Teller database is hosted on Amazon RDS, and all data is stored in two databases continuously replicated across multiple Availability Zones, providing failover in the event of a catastrophic failure at the primary hosting site. Teller data is constantly replicated and no more than 5 minutes (Recovery Point Objective) of data will be lost in the event of a disaster affecting an AWS Availability Zone. Teller is deployed with an objective of being immediately available from another Availability Zone in the event of a disaster affecting an AWS Availability Zone.

How many environments are proposed (test, dev, etc.)?	We would propose a Production and at least one Testing environment.
Is the architecture single or multi-tenant?	Teller is multi-tenant
Updates	
Describe your maintenance schedule	Monthly maintenance is performed in the Teller Cloud on the second Wednesday of every month, at 8pm-11:30pm Mountain Time. During this time, the Teller Cloud web apps, API, and databases may be unavailable. Hosting contacts for each Teller Cloud customer will be notified of this each month.
How often is the solution updated?	Teller provides two major updates a year.
How much advance notice are customers/tenants given for updates?	Once the new release is complete internally, clients are given the opportunity to test the new release in a client specific testing environment. Clients may choose the timing to deploy the release. Once it passes client approval it is ready for production.
How long do customers/tenants have to test new updates?	Please see above.
Information Security	
What protections do you provide for data breach?	Can/Am has put in a number of security levels to guard against breaches and ensure that we are notified of anomalous activity. To date, Can/Am has never experienced any type of breach. Our policy is to notify clients of any confirmed breach impacting the client's data environment. Can/Am is Soc2 certified.
What are the security standards maintained in the data center?	The Teller Cloud is hosted on AWS with full redundancy. Using Elastic Load Balancing, requests are routed to web servers that reside in multiple Availability Zones. The Teller database is hosted on Amazon RDS, and all data is stored in two databases continuously replicated across multiple Availability Zones, providing failover in the event of a catastrophic failure at the primary hosting site. Teller data is constantly replicated and no more than 5 minutes (Recovery Point Objective) of data will be lost in the event of a disaster affecting an AWS Availability Zone. Network logs are continuously monitored by Amazon GuardDuty for intrusion detection and to flag anomalous behavior, with review by Teller Client Care. However, outside of automated intrusion detection, we do not as a practice perform manual views of application authentication logs. Administrators can analyze logs via the Teller Audit report or via authorized database access to the Teller log tables.
Data	
Can customer data be exported to non-proprietary format? If yes, which formats?	There are multiple methods for Teller data to be exported. Reports can be printed directly from the integrated report viewer, or exported in a variety of formats, including PDF, Excel, Word, CSV, and XML. In addition, Teller has a built in Report Writer which allows clients to create and export any data in any of the above formats. Clients can also, with appropriate security access the data directly with various data mining tools and software.
What data exit strategies do you provide if the contract is terminated?	Clients would be requested to download their data within 30 days of termination using any of the above methods. Can/Am would scrub the data after 30 days.

5.10 Attachment 10: Reference Form

Please provide at least three (3) references for past projects within the last five (5) years that include products and services like those proposed for this RFP. References for organizations based in California and similar to the County are preferred. Please use the following form for each reference provided.

Reference Form - # 1	
Client Details	
Name of Client	Santa Clara County, CA
Address	
City / State / Zip	San Jose, CA
Contact Person / Title	Margaret Olaiya – Director of Tax
Phone	408-808-7950
Email	Margaret.Olaiya@fin.sccgov.org
Project Details	
Date Services Began	3/2018
Date Services Ended	Ongoing
Software Version	7.5
Project Scope <i>(Indicate with an "X" if functionality was installed)</i>	
Absence Management	
Accounts Payable	
Accounts Receivable	
Asset Management	
Benefits Administration	
Budgeting	
Cash Management/Cashiering	X
Compensation	
Contracts Management	
General Ledger	
Grants Management	
Human Resources Management	
Learning & Development	
Payroll	
Purchasing	
Talent & Performance Management	
Talent Acquisition / Onboarding	
Time Tracking	
Travel Expenses	
Vendor Management	
Workforce Management	
Describe Services Provided	
The Teller team provided Project Management, Analysis, Configuration, Training, Interface Development and Deployment of Teller Cashiering and related modules. The Teller team was involved in multiple on- site trips to ensure project success. We also engaged in direct, proactive communication with the TCAS team to make sure the integration would work correctly. We frequently engaged in feedback loops with the client to ensure that we were on the right track	
Project Challenges	

Reference Form - # 1
One unanticipated challenge was the unavailability of another system vendor's technical expert during our first onsite trip. This reduced efficiency in the project, but after a subsequent (already planned) trip, the project was brought back on track. We mitigated risk for project timeframe through commitment from Teller, the County, and TCAS to prioritize this project
Client and Project Goals Achieved
Project benefits included an increase in speed during peak season. Santa Clara had anticipated that implementing a cashiering system would slow them down but believed it would be worth it. Instead, implementing Teller sped things up! In addition to faster lines, they are also more efficient when balancing at the end of the day because there are very few reconciliation issues to troubleshoot. Another accomplishment was the efficiency of the Teller team in executing the project. Going from a July kick-off to a November go-live with December peak was a tight timeframe, but everyone pulled together and succeeded. Since the initial go-live, Teller has continued to implement improvements, including Credit Card and Cash Counter integrations (ICL check scanning was part of the initial implementation).

"Each year the Department gets better and better at collecting and serving the public! No one does it like you!"

Thank for the successful implementation of Teller's Phase B, and an outstanding and successful completion of the April Peak! Your contributions individually and collectively made a difference to our collections this season. Thank you for giving the department the opportunity to provide outstanding service and assistance to our taxpayers!

Margaret Olaiya
Department of Tax and Collections

Reference Form - # 2	
Client Details	
Name of Client	Marion County, OR
Address	
City / State / Zip	Salem, OR
Contact Person / Title	Laurie Steele - Treasurer
Phone	503-588-3568
Email	lsteel@co.marion.or.us
Project Details	
Date Services Began	10/2016
Date Services Ended	Ongoing
Software Version	7.4
Project Scope (Indicate with an "X" if functionality was installed)	
Absence Management	
Accounts Payable	
Accounts Receivable	
Asset Management	
Benefits Administration	
Budgeting	
Cash Management/Cashiering	X
Compensation	
Contracts Management	
General Ledger	
Grants Management	
Human Resources Management	
Learning & Development	

Reference Form - # 2	
Payroll	
Purchasing	
Talent & Performance Management	
Talent Acquisition / Onboarding	
Time Tracking	
Travel Expenses	
Vendor Management	
Workforce Management	
Describe Services Provided	
The Teller team provided Project Management, Analysis, Configuration, Training, Interface Development and Deployment of Teller Cashiering and related modules.	
Project Challenges	
The Teller implementation for Marion County did not have any significant challenges.	
Client and Project Goals Achieved	
Several new Teller features were implemented in Teller 6.4 to support requirements of Marion County. In addition, the County desired to write a series of interfaces with Teller, enabling Teller to be the repository of all payments, even if processed through other systems. Prior to the Phase 1 go-live, the County requested the addition of a Financial Systems interface which we delivered. The County hosted Teller on their own infrastructure, requiring coordination of deployment schedule with other County IT projects. Several new Teller features were implemented in Teller 6.4 to support requirements of Marion County. In addition, the County desired to write a series of interfaces with Teller, enabling Teller to be the repository of all payments, even if processed through other systems. Prior to the Phase 1 go-live, the County requested the addition of a Financial Systems interface which we delivered. The County hosted Teller on their own infrastructure, requiring coordination of deployment schedule with other County IT projects. All requirements/circumstances were resolved in a timely fashion to the satisfaction of the client, who remains a great reference for us	

“The project was smoother than any software project I have been involved in during my 25 years at Marion County.”

– Laurie Steele, Treasurer, Marion County, OR

Reference Form - # 3	
Client Details	
Name of Client	Clark County, WA
Address	
City / State / Zip	Vancouver, WA
Contact Person / Title	Sara Lowe – Deputy Treasurer
Phone	564-39-4466
Email	Sara.lowe@clark.wa.gov
Project Details	
Date Services Began	4/2016
Date Services Ended	Ongoing
Software Version	7.5
Project Scope (Indicate with an “X” if functionality was installed)	
Absence Management	
Accounts Payable	
Accounts Receivable	
Asset Management	

Reference Form - # 3	
Benefits Administration	
Budgeting	
Cash Management/Cashiering	X
Compensation	
Contracts Management	
General Ledger	
Grants Management	
Human Resources Management	
Learning & Development	
Payroll	
Purchasing	
Talent & Performance Management	
Talent Acquisition / Onboarding	
Time Tracking	
Travel Expenses	
Vendor Management	
Workforce Management	
Describe Services Provided	
The Teller Team provided Project Management, Analysis, Configuration, Training, Interface Development and Deployment of Teller Cashiering and related modules	
Project Challenges	
While we and the County understood the challenges ahead of time, a project challenge was the requirement for real-time payment posting to two of the County's existing systems, neither of which had pre-existing APIs to receive payments. 10 years prior, Clark had awarded a contract to another cashiering vendor for a consolidated POS system. As the original project failed due to performance issues, it was unique to compete in their new RFP process against that same vendor. Performance of a hosted system interfaced with on-premises applications was thus a key focus area throughout the project, but due to Teller's high performance and interface architecture, this never became a project challenge	
Client and Project Goals Achieved	
We worked closely with multiple vendors in the development of their APIs and implemented expanded integration features in Teller to support their distinctive interface requirements. The result of the teams' diligence and effective teamwork is an extremely satisfied Teller customer. With this new advancement in their cashiering, the Clark staff are now experiencing tremendous time savings both at the point of sale, and at the end-of-day balancing. This project was implemented on schedule.	

“Exceeded our Expectations are the first words that come to mind when I try to describe Can/Am Teller as a company. Their team members are all true professionals in every way; responsive, engaged, pro-active, courteous, true partners invested in our relationship and software solution.”

- Carol Brown, Business Technology Manager – Community Development, Clark County, WA

Appendix E: Premier International Information

Please see the following pages for information from Premier International.



PREPARING FOR A SUCCESSFUL DATA TRANSFORMATION

Data Assessment



Be Prepared

Make Decisions Based on Facts, Not Assumptions

Organizations frequently begin their transformation initiatives with the misconception that data will not be an issue. However, as the project progresses, **data issues hit hard** – initiating a process that pulls resources away from critical aspects of the project. This painful scramble results in budget overrun and delay. The most effective measure an organization can take to prevent this pain is to start with a comprehensive data assessment.

Premier International's Enterprise data assessment sets organizations up for success. During a data assessment, we leverage our **decades of experience** and our proprietary software, Applaud.®

By unraveling the complexity of your data, we proactively identify data quality issues and areas for further discussion and analysis. Using this information, we provide concrete recommendations to be considered when developing the overall project plan and timeline.

An assessment will typically include all relevant legacy systems and provide invaluable factual information about your data, allowing you to **make decisions based on facts, not assumptions**. This comprehensive knowledge leads to an accelerated implementation, reduced implementation cost, improved data quality, and, most importantly, reduced overall risk.

“I was absolutely blown away..Outstanding demonstration of velocity and completeness!”
– *IT Director, Global Furniture Manufacturer*

Premier International's Enterprise data assessment provides organizations with the insight needed to eliminate data issues that routinely cause problems on these mission critical initiatives. The knowledge gained results in quicker implementation times, improved data quality, and reduced risk, while laying the groundwork for all remaining data related activities.

Our Enterprise Data Assessment Provides Invaluable Insights:

- Overall data fitness spotlights missing, erroneous, inconsistent, and redundant data across your entire legacy landscape, leading to the establishment of a comprehensive data quality strategy
- Comprehensive table, file, field, and value usage statistics accelerate the speed and increase the accuracy of data transformation requirement development
- Gaps between current and future state data models guide data enrichment requirements, allowing the enrichment exercise to begin earlier in the process
- Anticipated data complexities proactively inform the project team which issues will be encountered, when they will be encountered, and how to track and resolve them
- Potential conflicts within the current project plan, identifying opportunities to incorporate data migration best practices into the overall initiative

Key Activities

Identify

- Analyze relevant data across your current application landscape
- Generate detailed data facts for every data element in every relevant table/file
- Report invalid data scenarios
- Summarize unique data patterns in key data elements
- Identify additional data-related anomalies

Assess

- Understand redundant or conflicting data within an individual application and across multiple disparate applications
- Review and quantify missing, erroneous, and inconsistent data
- Highlight common data integrity concerns
- Compare legacy data to data governance standards
- Gather metrics summarizing identified data errors

“More than 80% of data migration projects run over time and/or over budget. Cost overruns average 30%.”

– *The Bloor Group*

Prepare

- Review detailed findings with the project team and issue recommendations
- Define a data quality strategy, outlining cleansing recommendations and timelines for each distinct error
- Provide guidance regarding the disposition of historical data
- Brief project leadership regarding potential risks and opportunities for improvement

Work Plan



1 Extract & Profile

Premier arrives on-site and installs our software, Applaud.® Our software runs on a Windows based server in your data center (virtual partition or dedicated server), under your data security.

- Work with your team to determine where the most relevant data exists
- Replicate your data environment, giving us the ability to analyze data relationship across (and within) all disparate systems
- Extract all relevant data across all data sources, centralizing data from disparate system
- Provide comprehensive data profile reports, arming the team with a massive amount of data facts
- Provide data pattern reports across selected data elements to identify inconsistent data patterns, understand standards, and quantify violations of formatting requirements

2 Analyze

Premier works with your team to further investigate issues discovered in profiling.

- Discuss known data issues, pain points, and organization specific integrity requirements to guide our activities
- Leverage Applaud's analysis tools to identify and investigate missing, incorrect, and inconsistent data, quantifying each potential issue
- Use Applaud's de-duplication features to identify duplicated data and provide reports documenting the extent of such issues, both within and across data sources
- Assess the impact of each error and determine the appropriate method to correct, standardize, enhance, consolidate and otherwise resolve data issues

3 Assemble Findings

We work with your data experts and your functional team to assemble a formal report and presentation summarizing our results and recommendations. These findings will enable the team to head off potential issues and better prepare for the data migration work ahead.

4 Deliver

The data assessment concludes with a day of presentations. A detailed, formal presentation is delivered to your project team and a separate, high-level summary presentation is delivered to your senior executives. These presentations ensure that the team fully understands the work that was performed, findings assembled, and provide a forum to address remaining questions.

Deliverables

At the conclusion of the data assessment a comprehensive suite of reports and dashboards will be provided. The assessments deliverables include:

- Identification of relevant tables/files across your application landscape
- Identification of supplemental data sources
- Comprehensive data statistics and data facts for every data element in every relevant table/file
- Reports identifying specific rows/records with missing, erroneous or inconsistent data
- Reports identifying redundant data, both within an individual application and across disparate applications
- Reports identifying relevant missing rows/ records
- Reports summarizing the occurrence of each unique data pattern across key data elements
- Summary reports to guide data retention decisions
- A list of data related anomalies observed by our experts
- Summary reports quantifying the occurrence of each data anomaly, with a recommendation for each distinct error
- A detailed presentation to your project team, reviewing identified issues and recommendations
- A high-level presentation to senior executives, summarizing the risk factors observed

Benefits

Our Enterprise data assessment sets the stage for a successful implementation, providing benefits you will carry throughout the entire implementation. The net result of our Enterprise data assessment is an accelerated implementation time line, reduced overall cost, and minimized risk of project delay related to data concerns. The information delivered at the end of the assessment allows organizations to:

- Accurately estimate the data conversion work
- Understand major risk areas
- Understand major data quality issues
- Understand the reality of the current data landscape
- Establish a data quality strategy
- Create data conversion requirements/mapping specifications based on facts
- Establish data related roles and responsibilities
- Ensure the project timeline reflects the reality of the data

About Us

**Taking
the risk
out of
data
migration.**

Premier International is in business to eliminate delayed or failed system implementations/consolidations due to data migration challenges.

Our innovative Applaud[®] services and software ensure projects remain on track and reduce overall risk in even the most complex environments.

With over three decades of successful execution, our solution has a proven track record across a wide array of industries and applications. We have the knowledge and understanding to provide our clients with tailored solutions to address their specific requirements.

Our mix of functional, technical, and project management skills bridge the business/IT divide to drive projects to completion.

We strive to provide exceptional service and software. We are guided by the highest ethical standards and incorporate our Code of Ethics into everything we do. Our Code of Ethics defines who we are and articulates our sincere dedication to building a business committed to the success of our clients.

Client: State Government with Antiquated Legacy Data Landscape

Background

The state is running across nine disjointed, antiquated, and disparate ERP applications for HCM and finance across 70+ agencies. Faced with a series of evolving business requirements, increased maintenance costs, loss of technical mainframe knowledge, and difficulty hiring/keeping staff that is willing to use these old systems, the State cannot successfully run its business. In order to improve their operations and address these issues, the State embarked on a transformation initiative that will consolidate their business processes and data into a single instance of Workday.

Project Challenges

- Mainframe with missing and inaccurate COBOL copybooks
- Lack of technical resources that understand mainframe data structures
- Data issues from lack of data validations and field re-purposing over time
- Data integrity issues across legacy Benefits and HR applications
- Compressed timelines caused by budget constraints

Key Solutions Summary

- Data migration software that automatically accesses raw EBCDIC data without programming
- Automated processes that identify copybook and EBCDIC data mismatches
- Automated profiling provides data statistics about field usage
- Data migration experts guide business resources through tight timelines, maintaining focus to meet the tight schedule.
- CTQ (Critical-to-Quality) validations ensure the data is Workday ready prior to each tenant build

