

## **Statement of the Project.**

The Commonwealth of PA (COPA) wants to develop an HRIS roadmap to transition from the current, on-premise SAP solution to a best-of-breed cloud solution. The selected Offeror shall be responsible for assessing the current HRIS framework, identifying the standard functionality for transition, reviewing all commonwealth SAP customizations and non-SAP custom or vendor applications for the modules in scope, determining what is required, and mapping required customizations to standard cloud functionality. A primary focus of the selected Offeror shall be to determine if the next generation of SAP Success Factors product offerings are a good fit for each in-scope HCM module or if other options should be explored. The deliverables from this engagement will allow HR to effectively plan and align resources (people and financial) with the budget cycle, with the goal of fully transitioning away from our current SAP environment by 2025.

## **Scope.**

The scope of the assessment should include a review of all business processes, currently used functionality, related SAP customizations and legacy applications (SAP on-premise and non-SAP, vendor or custom) which may house or support HR functions for the following HCM modules:

- a. Onboarding
- b. Knowledge Management
- c. Learning
- d. Core HR – Organization Management (OM)/Personnel Administration (PA)/Benefits/Compensation
- e. Complement management
- f. HR Reporting/Analytics
- g. Self Service portals (Employee and Supervisor)

## **Tasks.**

This procurement is designed to select a vendor to partner with the Commonwealth of PA to achieve the following objectives:

1. Gather and document enterprise business requirements and functionality within the HCM modules listed in scope above;
2. Perform a fit-gap of the gathered enterprise requirements against SAP SuccessFactors functionality with a goal of identifying which requirements align with the standard solution, those which cannot be met out-of-the-box and those for which other options should be explored;
3. Once gaps are identified, provide an assessment of opportunities to close gaps via process redesign and/or rules/regulations changes and identify gaps which would require an alternative solution, and what the alternative solution would be;
4. Customization mapping –

- a. Review and document each HR custom SAP ('Z' program) to provide a complete repository of customizations describing the purpose and functionality of each;
  - b. Map each customization to the preferred SAP SuccessFactors functionality for all modules defined as in-scope above;
  - c. Once gaps are identified, provide an assessment of opportunities to close gaps via process redesign and/or rules/regulations changes and identify gaps which would require an alternative solution, and what the alternative solution would be;
5. Identify potential cost reductions – review current software license usage and hardware usage (SAP and non-SAP vendor or custom solutions) to identify potential cost reductions as new modules are implemented and legacy applications are decommissioned.
6. Develop a 2020-2025 HRIS roadmap for the following modules (time and attendance transition should be included in the roadmap document for planning purposes)
- a. For each module below, identify time to implement (in weeks or months), estimated commonwealth FTEs to implement, and sequence and timing to implement:
    - i. Onboarding
    - ii. Knowledge Management
    - iii. Learning
    - iv. Core HR – OM/PA/Benefits/Compensation
    - v. Complement management
    - vi. HR Reporting/Analytics
    - vii. Self Service portals (Employee and Supervisor)
    - viii. Time and Attendance (for sequencing purposes only)

Specific deliverables are defined in the table below:

#	Deliverable	Description of Deliverable	Delivery Deadline Expectation
1.	Project Plan	This documented plan should include: <ol style="list-style-type: none"> <li>1. Approach to executing the project;</li> <li>2. How vendor will monitor and track approach;</li> <li>3. Team structure and roles;</li> <li>4. Success factors which include what will be needed to successfully execute the project;</li> <li>5. Approach to risk and issue management plus a sample log for this project;</li> <li>6. A description of key milestones with a timeline (Vendors to provide timeline with justification based on their experience);</li> <li>7. A list of project deliverables and when they will be delivered;</li> <li>8. A list of success criteria for each deliverable;</li> <li>9. Deliverables Approval process;</li> <li>10. Scope definition;</li> <li>11. A quality management plan; and</li> </ol>	Plan is submitted as part of the Contractor's Proposal.

		12. Expectations of the commonwealth team throughout this project.	
2.	Gantt chart	The Gantt Chart should be delivered in Microsoft Project Plan (.mpp) format and include the following: <ol style="list-style-type: none"> <li>1. Breakdown of deliverables by tasks;</li> <li>2. Key milestones;</li> <li>3. Key Project deliverables;</li> <li>4. Allocation of vendor team by task;</li> <li>5. Dependencies;</li> <li>6. Dates and duration for each deliverable; and</li> <li>7. A base-lined project.</li> </ol>	No later than 1-month post project kick-off  A copy of the Gantt Chart that reflects the updated tasks will be provided to the project team at each weekly project status report.
3.	Requirements Plan	A documented Requirements Plan that includes: <ul style="list-style-type: none"> <li>• Approach for obtaining business requirements for commonwealth HR applications and systems that fall within scope. This should include a kick-off requirements meeting;</li> <li>• Methodology that will be applied to obtaining requirements;</li> <li>• A copy of the requirements template that will be used for documenting requirements; and</li> <li>• Suggested Requirements approval process.</li> </ul>	No later than 1-month post project kick-off
4.	Requirements Definition	A Requirements Definition document that includes: <ul style="list-style-type: none"> <li>• Business Requirements document for each in-scope module (as defined above)</li> </ul>	No later than 6 months post project kick-off
5.	Fit Gap Analysis Plan	The documented Fit/Gap Analysis plan includes: <ul style="list-style-type: none"> <li>• Approach for conducting analysis;</li> <li>• Methodology that will be applied to identifying Fit/Gap for the Commonwealth;</li> <li>• Strategy on how to include the various in-scope HR applications and systems into the Fit/Gap analysis;</li> <li>• A copy of the Fit/Gap template that will be used for documenting results;</li> <li>• Fit/Gap Approval Process.</li> </ul> <p>Note: The vendor can elect to include this as a section of the Requirements Planning documentation deliverable.</p>	No later than 1-month post project kick-off.
6.	Fit/Gap Execution	A detailed document which includes: <ul style="list-style-type: none"> <li>• A grid of the Fit/Gaps which captures the optimal implementation for the Commonwealth of PA;</li> <li>• A detailed description on how the in-scope applications will satisfy the needs of the enterprise and specific agencies (This will also include a grid of requirements and agencies whose needs can be readily addressed or need customization); and</li> <li>• The gaps that cannot be satisfied by SuccessFactors functionality without performing customization to the application. (This should also include a value weighting. E.g., the number of impacted employees or impact on mission critical functionality.)</li> <li>• Recommendations on how to address all gaps either through the use of other best in breed HCM cloud solutions other than SuccessFactors or through an alternative means or approach.</li> </ul>	No later than 6 months post project kick-off. This can commence when an initial set of requirements has been agreed to.

7.	SAP Customization Analysis	<p>A detailed document which defines each current SAP HR-related Z program, custom infotype, custom Employee Self Service (ESS) and Supervisor Self Service (SSS) service. For each custom program, infotype or service, the document should:</p> <ol style="list-style-type: none"> <li>1. Define purpose and functionality;</li> <li>2. Define whether the custom program, infotype or service is still needed and if so, map each to current SuccessFactors functionality.</li> </ol>	6 months post project kick-off
8.	Cost Reduction Analysis	<p>A detailed document which reviews current software license usage and hardware usage (SAP and non-SAP vendor or custom solutions) to identify potential cost reductions as new SuccessFactors modules are implemented and legacy applications/solutions are decommissioned.</p>	
9.	Roadmap Plan	<p>A detailed, six-year roadmap plan to implement the appropriate SuccessFactors solutions and functionality to replace existing SAP on-premise and non-SAP vendor or custom applications which support the HCM components in scope. The details include:</p> <ul style="list-style-type: none"> <li>• How and when to implement each SuccessFactors module</li> <li>• A timeline;</li> <li>• A detailed plan for migrating (converting) the data from the existing production SAP system including other legacy applications or systems data that support the in-scope functionality;</li> <li>• HRIS functional/technical architecture;</li> <li>• Critical success factors (including risks and issues and appropriate mitigations);</li> <li>• Estimated commonwealth FTEs to implement each in scope module;</li> <li>• Team composition recommendation for production support &amp; maintenance;</li> <li>• Develop a value proposition for key project stakeholders, key HR end-users and detail how the operational and strategic objectives related to HR activities would be met by the Roadmap Plan.</li> </ul>	6 months post project kick-off
10.	HR System and Application Legacy Retirement Plan	<p>This documented plan will include:</p> <ul style="list-style-type: none"> <li>• An inventory of all Commonwealth of PA legacy applications (SAP and non-SAP) which may house or support HR functions for the modules in scope (including but not limited to the Legacy systems listed in Table 1 below);</li> <li>• The inventory will include an assessment and description of the core business processes each application satisfies and the basic functions each application performs; a detailed system architecture or detailed documentation for each application is not required;</li> <li>• A scope statement that describes the legacy applications that fall within scope;</li> <li>• The criteria that will determine the HR systems or applications that can be retired;</li> <li>• The pros &amp; cons of either retiring or maintaining a legacy system or application;</li> </ul>	6 months post project kick-off

		<ul style="list-style-type: none"> <li>• A fit/gap evaluation of the functionality and services that can (or cannot) be migrated to SAP SuccessFactors;</li> <li>• Estimated commonwealth FTEs to implement each replacement cloud module;</li> <li>• The cost and labor impact of either retiring or maintaining a system or application; and</li> <li>• A roadmap for retiring the legacy system.</li> </ul>	
11.	Implementation Handoff Report	<p>A documented report that includes:</p> <ul style="list-style-type: none"> <li>• An executive report to be presented to the commonwealth management team;</li> <li>• A list of deliverables (final versions) that have been agreed to with the commonwealth management team;</li> <li>• The repository where the deliverables have been stored;</li> <li>• Any outstanding risks, issues, problems (plus recommended next steps) that have been identified during the project and communicated to the commonwealth management team.</li> <li>• Conduct a workshop(s) on the Implementation Handoff report;</li> </ul>	6 months post project kick-off
12.	Post-Delivery Consultation	The contractor will provide answers for follow-up questions regarding any information contained within the deliverables' documentation. The standard turnaround for contractor responses will be no more than 3 business days from request date. This activity will be remote.	As needed up to 3 months post project completion

**Table 1:**

<b>Module</b>	<b>Legacy System</b>	<b>Description</b>
Onboarding	Infor Onboarding	Two onboarding tours from pre-hire through first year of employment.
Knowledge Management	Infor Knowledgebase v.11	Personalized HR content for employees, managers and HR staff, benefit elections mapping, plan comparison functionality, etc.
Learning	SAP LSO	SAP Learning Solution
Core HR – OM/PA/Benefits/Compensation	SAP R/3	
Core HR – OM/PA/Benefits/Compensation	E-PAR	The E-PAR application is an enterprise-wide web application used to route/track all position and employee action requests.
Core HR – Org Management	Position Description	Classic .asp application for supervisors to create, sign and route position description for various approvals by subordinate, Reviewing Officer and HR Office. Online Position Descriptions are linked from a variety of other HR applications.
Core HR – Org Management	PeopleFluent (Aquire) OrgPublisher Charts	Org charting tool used in several processes. The OrgPublisher charts are used to display several different organization charts with varying levels of security. OrgPublisher charts are linked to Employee Self Service for all employees to view their organization. One version of the charts is secured by department and used by agency HR

		<p>Offices. Another statewide version is used by central HR staff in the Office of Administration. An "Employee and Organization Directory" chart is also available in ESS for all commonwealth employees.</p> <p>-View employee and position data in an org chart structure          -Develop and output custom reports based on common data characteristics          -Ability to create and manipulate custom org planning charts</p>
Complement Management	SAP R/3	
Complement Management	Complement Action Request - Annuitant (CAR-A)	Classic .asp application allows agencies to submit requests for approval to hire annuitants. The requests are routed to the Office of Administration-HR for review and approval
Complement Management	Complement Action Request - Salary (CAR-S)	Classic .asp application which provides a way for agencies to request an increase or decrease to their authorized salary complement. Requests are routed to the Office of Administration-HR for review and approval
Complement Management	Complement Action Request - Wage (CAR-W)	Classic .asp application used by agency HR offices to request new or additional wage positions. The requests are routed to the Office of Administration-HR for review and approval
Reporting/analytics	SAP Ad Hoc	Ad hoc reporting functionality in R/3
Reporting/analytics	SAP BI/BW	SAP Business Intelligence/Business Warehouse
Self Service portals	ESS/SSS	Employee Self Service and Supervisor Self Service containing a wide variety of standard and custom services.