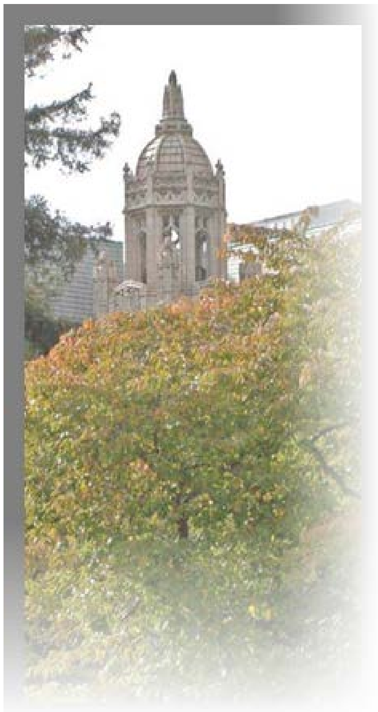

UNIVERSITY of WASHINGTON

Request for Proposal: Human Resource/Payroll Management Information System

RFP Reference Number – UW-12-0149RKH

Date Issued: September 24, 2012

RFP Coordinator: Raymond Hsu, C.P.M.

Assistant Director, Procurement Services

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1.0 Introduction

"Discovery is at the heart of our university" is a key statement in the University of Washington's ("***UW***") vision and values. As a leading academic, research, and public service institution, UW has a strong culture of innovation, collaboration, and discovery. It is crucial that this structure be supported with accurate, up-to-date information for tactical and strategic decision-making.

1.1 Purpose

UW is releasing this Request for Proposal ("***RFP***") to procure an integrated human resources and payroll ("***HR/Payroll***") solution ("***HR/Payroll Solution***") to replace the current payroll solution and to provide human resource and talent management functionality to support the myriad and complex needs of the UW community. UW plans to procure either a hosted, licensed commercially-available software product or a commercially-available, subscription-based fully managed software solution. UW is not planning to develop custom-built software or procure an on-premise solution.

UW intends to enter into a fixed-fee contract based on milestone payments and certification of deliverables, which are in alignment with the Statement of Work and Project Plan.

1.2 Objectives

Full implementation of the HR/Payroll functionality is expected to provide the following benefits:

- Eliminate the risks associated with aging, fragile, non-existent, obsolete, and unsupportable systems by modernizing systems and performing required technology renewal
- Improve regulatory compliance by implementing solutions that are compliant with federal, state, and foreign regulations, and are upgraded on a timely basis to maintain compliance over time
- Improve integration and information available for decision making and planning
- Reduce the number of duplicative shadow systems by providing a more robust set of business applications
- Provide comprehensive business continuity and disaster recovery plans for payroll and human resources
- Provide flexible, scalable, resilient, and sustainable infrastructure environment
- Enhance business processes and efficiency by implementing best practices where practical
- Streamline business process integration between UW administrative services and the departments, campuses, and medical centers

1.3 About the University of Washington

The University of Washington is a public university founded in 1861. It serves its constituents with nationally and internationally recognized teaching, training, research, and public service programs. As a public university it is a state agency, subject to state oversight and laws, as well as declining state revenue.

Since 1969 the University of Washington has ranked among the top five institutions in the nation in receipt of federal support for research and training. It is rated as a research university with very high research activity (RU/VH) by the Carnegie Classification. The Academic Ranking of World Universities[1] for 2011 lists UW as 16th in world-wide ranking and 14th nationally. The US News and World Report[2] for 2011 lists UW as 41st nationally and first in Primary Care Medicine and Rural Medicine.

The campus community consists of students, faculty, researchers, clinical personnel, and staff. It is made up of three campuses, four medical centers (two of which are teaching hospitals), a system of neighborhood clinics, a medical airlift organization, and cancer research and treatment facilities. UW has grown from the original 30 students and one faculty member in 1861 to over 49,000 for-credit students and over 40,000 faculty, staff, researchers, and medical staff in 2010. The majority of employees are located in Seattle, Bothell or Tacoma, Washington. Other employees reside in 32 states plus the District of Columbia and 26 foreign locations, as listed in **Section 1.7.1**.

Supporting this complex global organization is a 29+ year old payroll system with central, web-based front end interfaces, and a proliferation of departmental shadow systems, which attempt to compensate for the lack of a centralized human resources management system ("***HRMS***"). UW's payroll system processes payroll for the three campuses and two of the medical centers, University of Washington Medical Center and Harborview Medical Center.

1.3.1 Instruction

UW has over 3,900 instructional faculty members and confers more than 12,000 bachelors', masters', doctoral, and professional degrees annually. Through its three-campus system and educational outreach, evening degree, and distance learning programs, UW extends educational opportunities to many who would not otherwise have access to them.

The UW Seattle campus is made up of sixteen schools and colleges whose faculty offer educational opportunities to students ranging from Running Start and Early Entrance high school students and first-year undergraduates through doctoral-level candidates.

The Bothell and Tacoma campuses are developing distinctive identities and undergoing rapid growth. They offer diverse programs to undergraduate and graduate students.

1.3.2 Research

A world-class research institution, in 2011 UW received $1.5 billion in sponsored research funds, making UW second in federal research funding for public universities nationwide. Funding from the American Recovery and Reinvestment Act ("***ARRA Stimulus***") totaled $191 million, placing UW at or near the top of all research institutions nation-wide and first in National Institutes of Health (NIH) funding.

[1] http://www.shanghairanking.com/ARWU2011.html
[2] http://www.usnews.com/rankings

In the most recent ranking by China's Shanghai Jiao Tong University, UW ranked 16th among the world's top universities. The Higher Education Evaluation & Accreditation Council of Taiwan (HEEACT), which measures the quality and impact of research endeavors, ranked UW as the top public university in overall ranking worldwide.

Highlights of research funding in fiscal year 2011 include:

- $1,512,610,221 total sponsored grants and contracts, including:
- $415.7 million non-federal funding
- $1.097 billion federal funding
- 5,419 grants, including 170 grants over $1 million each

For a detailed listing of UW's research efforts and recognitions, please go to FACTS FY2011 at http://www.washington.edu/research/.SITEPARTS/.documents/orFactsheet.pdf.

1.3.3 Patient Care

UW Medicine was established in 1946 with focus on the areas of patient care, education, and research. UW Medicine owns and/or operates Harborview Medical Center (HMC), University of Washington Medical Center (UWMC), Northwest Hospital & Medical Center, Valley Medical Center, a network of nine UW Medicine Neighborhood Clinics, the UW School of Medicine, UW Physicians, and Airlift Northwest.

In addition, UW Medicine shares in the ownership and governance of affiliated organizations, such as Children's University Medical Group and Seattle Cancer Care Alliance, a partnership between UW Medicine, Fred Hutchinson Cancer Research Center, and Seattle Children's Hospital. The UW Medicine community includes four Nobel Prize winners, 33 Institute of Medicine members, 32 National Academy of Sciences members, and 16 Howard Hughes Medical Institute investigators.

On the research front, UW Medicine is ranked sixth in the nation among academic biomedical research institutions, by *U.S. News & World Report*. UW Medicine generated more than $900 million in research funds last year. A number of established and start-up biotechnology companies, including Zymogenetics and ICOS, have their roots in UW School of Medicine research.

The UW School of Medicine has been ranked as the No. 1 Primary Care medical school in the country for 17 consecutive years. In addition, UW Medicine teaching programs are ranked among the best in the country in the 2011 rankings by *U.S. News & World Report*, including No. 1 ranking for Family Medicine and Rural Medicine for 20 consecutive years.

1.3.4 Regulatory Environment; UW Practices and Policies

UW must comply with federal, state, local, and foreign laws, rules, and regulations, as well as its human resource and payroll practices and policies, including all the rules, procedures, practices, policies and other terms by which UW employees, appointees, and others are managed, trained and certified, governed, regulated and/or compensated, including those reflected in UW's contracts; labor agreements; accreditation and certification requirements; Faculty Code and other personnel codes; executive orders; practice plans; regulatory requirements (including all federal, state, local and foreign laws, regulations and policies); administrative, employment and benefits policies; and changes to such items as they are amended from time-to-time. For select information on the practices and policies, see **Appendix H**.

See the following Appendices for information about certain of these items:

- Partial list of federal regulations – See **Appendix A.1**
- Partial list of state regulations – See **Appendix A.2**
- University of Washington Rules – See **Appendix A.3**

1.4 Other Projects of Interest

Currently, UW is undertaking several projects that will affect the HR/Payroll Project. Two of the larger representative projects include:

1.4.1 Business Process Redesign Project

UW has initiated a project to document current HR and Payroll business processes and define the desired future state, agnostic of any particular solution. The Business Process Redesign (BPR) project will be conducted in parallel with the procurement. The work products from the BPR project are being targeted to be available for review during the procurement process, and may influence the features and functionality that UW will want to have included in the HR/Payroll solution. UW may request Bidders to demonstrate their solutions' capabilities during the demonstration phases of the procurement. The outcomes of this effort will influence the design, build, and configuration of the HR/Payroll solution.

1.4.2 Enterprise Document Management System

UW is currently in the process of procuring an Enterprise Document Management System (EDMS) which will create a unified system for managing documents across the UW enterprise. The HR/Payroll Solution may need to integrate with the EDMS system, and Bidder's solution's capability to integrate with the EDMS may be an important factor in the selection of the HR/Payroll Solution.

1.5 Scope of the Procurement

The HR/Payroll procurement affects virtually the entire greater UW community with the exceptions noted below in **Section 1.5.1**. The scope of the procurement is identified in this RFP, as further developed and documented by the contract and project documents to be entered into between UW and the Contractor. This Section presents a high-level summary of scope in terms of function, technology, data, project consulting, and organization intended for the project (HR/Payroll Project or project).

1.5.1 Excluded from the HR/Payroll Project Scope

As of the date of issuance of this RFP, the only exceptions to the scope of the HR/Payroll Project are that the medical centers will continue to use their own implementation of Kronos for Time and Leave.

1.5.2 Functional Scope

The functional scope of the project begins with nine functional capabilities that are further divided into a series of business processes. Together the functional capabilities and business processes define the business scope. The questions in **Section 5.0** and the Detailed Business Requirements Matrix

(**Attachment A**) address the particulars in these areas, as do the scenarios during the solution demonstrations. The functional capabilities are:

- Workforce Planning
- Staffing
- Compensation
- Employee Relations
- Employee Development
- Labor Relations
- Time and Leave
- Payroll
- Cross-functional Capabilities

Figure 1 illustrates the functional capabilities and business processes.

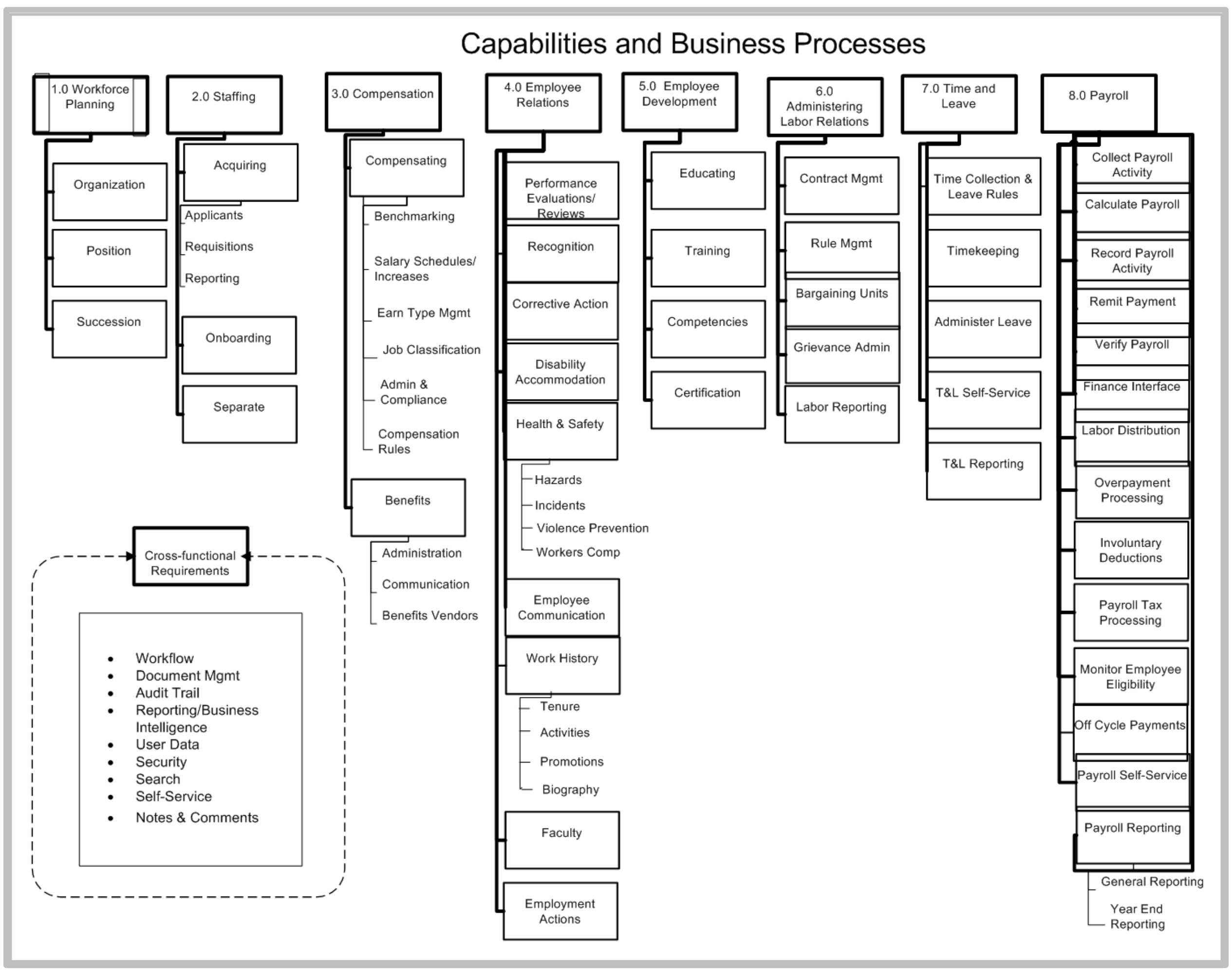

Figure 1: Capabilities and Business Processes

1.5.3 Technical Scope

The four technical capabilities – System Architecture, Integration, Security, and Service Management – provide the foundation for the technical scope, as illustrated in **Figure 2**. Among the technical processes that are in scope are business continuity, interfaces, integrations, technical support, configuration, and product lifecycle. The technical requirements in this RFP set forth the technical scope.

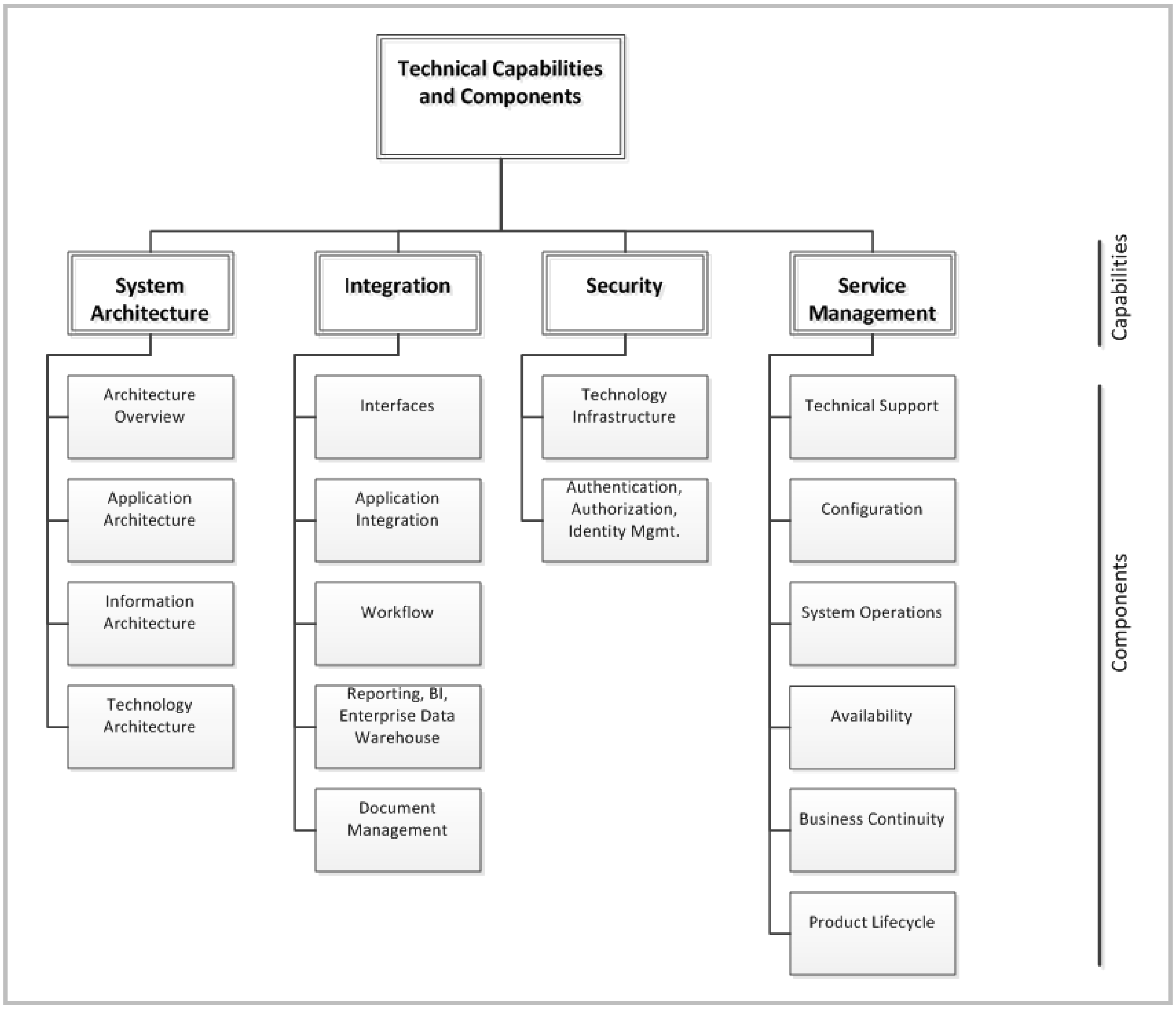

Figure 2: Technical Capabilities

1.5.4 Data Scope

The data scope covers from persons-of-interest through retirees, as well as the conversion of system data, configurations, and related items and detailed current data.

1.5.5 Project Management, Implementation, and Ongoing Support Scope

Project management, implementation, and ongoing implementation covers all phases of implementation including, but not limited to, project planning and activation, design, incorporation of best practices, fit/gap, build, configuration, education, and training, knowledge transfer, hosting, testing, quality assurance, project management, change management, go-live support, transition to service, deployment across the enterprise and post-implementation support.

1.5.6 Organizational Scope

The entire UW community will feel impact from the implementation of the HR/Payroll Solution and the widespread changes to business processes. The scope will affect all campuses, and their colleges, departments, faculty and staff, as well as UW's central administration functional areas, including human resources, payroll, academic HR, the medical centers and UW affiliates. The exceptions are noted in **Section 1.5.1**.

1.6 Key Challenges and Requirements

The university setting presents complexities and challenges for such standard HR/Payroll system components as payroll, employee lifecycle and position management, time and leave, benefits administration, and labor relations. UW's 30+ year old legacy systems, both UW-developed and third party systems, will result in unique challenges, including potential complexities related to interfacing and conversion of data. Given the age of UW's legacy system, many data sources that a vendor may traditionally want to see converted as part of an implementation may not exist at UW.

In addition, the HR/Payroll Solution must address the following complexities and challenges that may be unique to UW:

One person, potentially multiple appointments	An individual at UW may hold more than one appointment. Multiple appointments introduce complexities such as: • An individual with multiple appointments may be FLSA overtime-eligible, but, like all other individuals, must be paid semi-monthly in accordance with state law. • An individual with multiple appointments may be employed in positions that fall into the same or different collective bargaining units. Currently, a nurse with two appointments – one at each medical center – will belong to two different collective bargaining units, each represented by a different labor union. • Each appointment may have different employment conditions associated with it such as different leave plans, salary schedules, employment policies, pay practices, and so forth. • An overtime-eligible employee with multiple appointments must have his or her overtime hourly rate calculated as a blended rate as required by FLSA. • However, no matter how many appointments individuals hold, they still receive one pay check or direct deposit per pay period.
One person, potentially multiple organizational	A person may have appointments in one or more departments, or multiple appointments within a single department. The HR/Payroll Solution must support a flexible organizational structure for managing and reporting on these relationships. The HR/Payroll Solution must also be able to designate an

relationships	employee's primary appointment, especially when the person has the same type of relationship with multiple organizations, for example, a professor has teaching appointments in Art and Anthropology.
One appointment, potentially multiple funding sources	Just as one employee may hold multiple appointments, the funds that support one appointment may come from more than one source. Different funding sources have different rules. Distributions may have complex cost allocation rules, such as tracking staff costs to specific funds and grants, in addition to more operational cost accounting needs in the medical centers and operational support units on campus.
Public and private benefits vendors	UW uses a combination of public and private benefits vendors for retirement plans and health and other insurance offerings. UW purchases health, life, and long term disability insurances from the Washington State Health Care Authority (HCA), and administers a range of retirement plans. The retirement plans are either controlled by UW or by the State of Washington: • Defined contribution 403(b) plans are administered by UW • Defined benefit 401(a) plans are administered by the State Eligibility rules are complex, sometimes requiring projected work schedule or "average" hours in order to determine eligibility.
Access and privileges	Because a person may hold multiple appointments and/or unpaid appointments, the HR/Payroll Solution must be able to support assigning multiple roles for a person; for example, Interim Provost and Professor. HR/Payroll Solution and resource access and privileges must also be assigned to a new employee prior to the employee's start date.
Statutes, laws, and regulations	UW is a state agency. As such, it must comply with pay practices, benefits, and so forth, set forth by the State of Washington in statutes and regulations such as Washington Administrative Code ("***WAC***"), Revised Code of Washington ("***RCW***"), and the Washington State Minimum Wage Act. In addition, the HR/Payroll Solution must support compliance with other statutes, laws, and regulations that govern HR/Payroll, including, but not limited to: • Existing regulations regarding visa tracking and taxation for foreign nationals • Existing FLSA regulations • Collective bargaining agreements • University of Washington Administrative Policy Statements and rules regarding the use of designated funding sources
Decentralized culture	UW's culture is decentralized. Decision-making is distributed and separate organizations administer many employee types.

1.7 UW Statistics

UW has a large, complex, and diverse workforce of including faculty, researchers, clinical personnel, students, and administrative staff. **Table 1** summarizes UW statistics.

Table 1: UW Statistics

Category	Description	Metric	Expected Growth Per Year
Payroll	Number of W2s printed in FY2010	50,917	3%
	Number of Earnings Types (Regular, Hourly, *etc.*)	~356	<1%
	Number of unique pay differentials or premiums available to all employees	Over 165	<1%
	Number of employees in countries other than the United States	300	3%
Workforce	Number of medical center employees	~11,000	3%
	Number of medical center employees who are overtime eligible	~4,950	3%
	Number of faculty & staff (excluding hourly paid employees)	40,000	3%
	Number of benefits eligible faculty & staff (FY 2010)	28,700	3%
	Number graduate students receiving health benefits	4,400	3%
	Undergraduates employed as hourly workers	~4,100	3%
Retirees	Number of retirees who access UW systems	2,000	6%
Labor relations	Number of unions, including the graduate student union	21	n/a

Category	Description	Metric	Expected Growth Per Year
Labor relations, continued	Number of bargaining units	25	n/a
	Number of contract-classified employees	16,000	3%

1.7.1 Countries with UW Employees

As of September 2012, UW has employees in the United States and the following 26 other countries listed below.

- Australia
- Botswana
- Canada
- China
- Croatia
- Ethiopia
- France
- Germany
- Haiti
- India
- Japan
- Kenya
- Malawi
- Mozambique
- Namibia
- New Zealand
- Peru
- Senegal
- South Africa
- Spain
- Switzerland
- Tanzania
- Thailand
- Uganda
- UK
- Vietnam

1.7.2 States with UW Employees

Although the majority of UW employees are in Washington State, the HR/Payroll Solution must support employees in all 50 United States, the District of Columbia, and all United State territories.

1.8 About the RFP Package

The contents of this RFP package are as follows:

Request for Proposal, including

- **Appendix A – Federal, State and UW Regulations**
  - **Appendix A.1 – Federal Regulations**
  - **Appendix A.2 – Washington State Regulations**
  - **Appendix A.3– University of Washington Rules**
- **Appendix B– Report Samples**
  - **Appendix B.1– Jolt Report**
  - **Appendix B.2– ACH Fax Totals**
  - **Appendix B.3– Payroll Audit Report**
  - **Appendix B.4 – Payroll Standard Deduction Register**
- **Appendix C – Stage 3 Technical Questions**
  - **Appendix C.1– System Architecture Capability**
  - **Appendix C.2– Integration Capability**
  - **Appendix C.3– Security Capability**
  - **Appendix C.4– Service Management Capability**
- **Appendix D–Stage 3 Bidder Questions**
- **Appendix E– List of Select Interfaces**
- **Appendix F- Glossary**
- **Appendix G – Network Connectivity Diagram**
- **Appendix H – HR/Payroll Practices and Policies**

Attachment A– Detailed Business Requirements Matrix

Attachment B– Customer References

Attachment C – Subcontractor References

Attachment D– Key Bidder Personnel References

Attachment E – Certification of Compliance with Demonstration Rules

Attachment F – Issues List Template

Attachment G – Issues List Samples

Attachment H – Certification of Compliance with UW's Negotiation Procedures

Attachment I – Minority and Women-owned Business

2.0 UW Enterprise Systems – Current and Future States

The UW Strategic Roadmap for Information Management and Administrative Systems ("***Roadmap***") set forth a long-term vision and comprehensive plan to fundamentally transform UW's business operations. The Roadmap, originally developed in 2008 and updated in 2011, proposed key initiatives in four areas: Enterprise Information Management (integration strategy and information for decision making), Finance, HR/Payroll, and Student (replacement and modernization of UW's core administrative systems). The Roadmap is found at: http://www.uw.edu/uwit/im/roadmap.

2.1 Today's Enterprise Systems

UW has a diverse portfolio of applications operating on a variety of hardware platforms, implemented over the last forty years. **Figure 3** is a high level illustration of the current state of UW's centrally supported core administrative systems. The diagram does not include the hundreds of "shadow" systems developed at the unit level to meet information and business process needs that are not satisfied by the central systems or are needed to support local requirements.

The arrows represent hundreds of point-to-point interactions between systems that have evolved over the years to meet UW's changing business needs and to make up for gaps in legacy functionality.

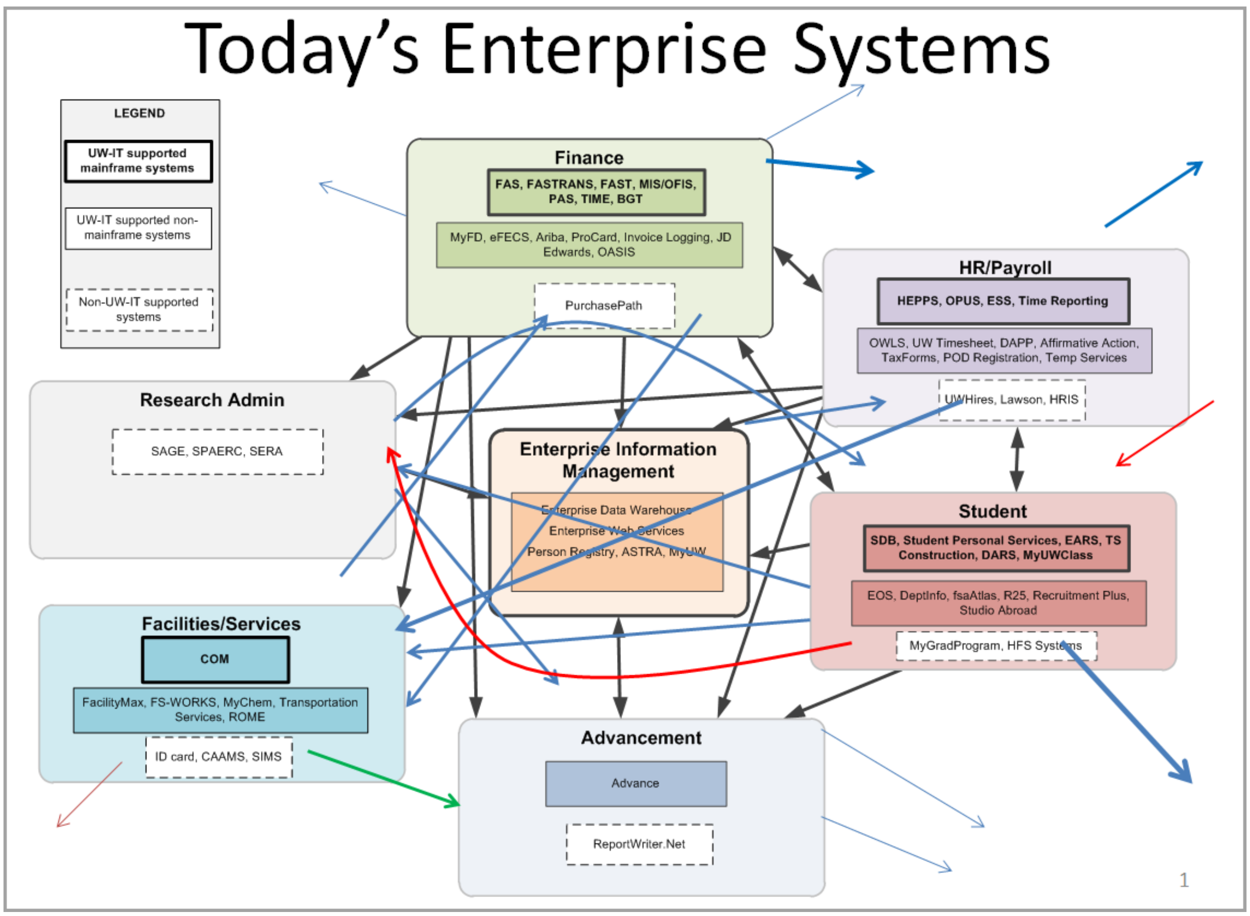

Figure 3: Today's Enterprise Systems with Select Interfaces Noted

2.1.1 Current Systems

Figure 4 represents the current HR/Payroll systems that support enterprise-wide HR/Payroll capabilities within UW. At this time, UW does not have a central HR information system, so to the extent that these functions are automated, it is through a variety of data feeds and manual processes. The core of the system is the Higher Education Payroll Personnel System (HEPPS) which runs on UW's Unisys ClearPath mainframe platform and utilizes a non-relational DMS-II data base.

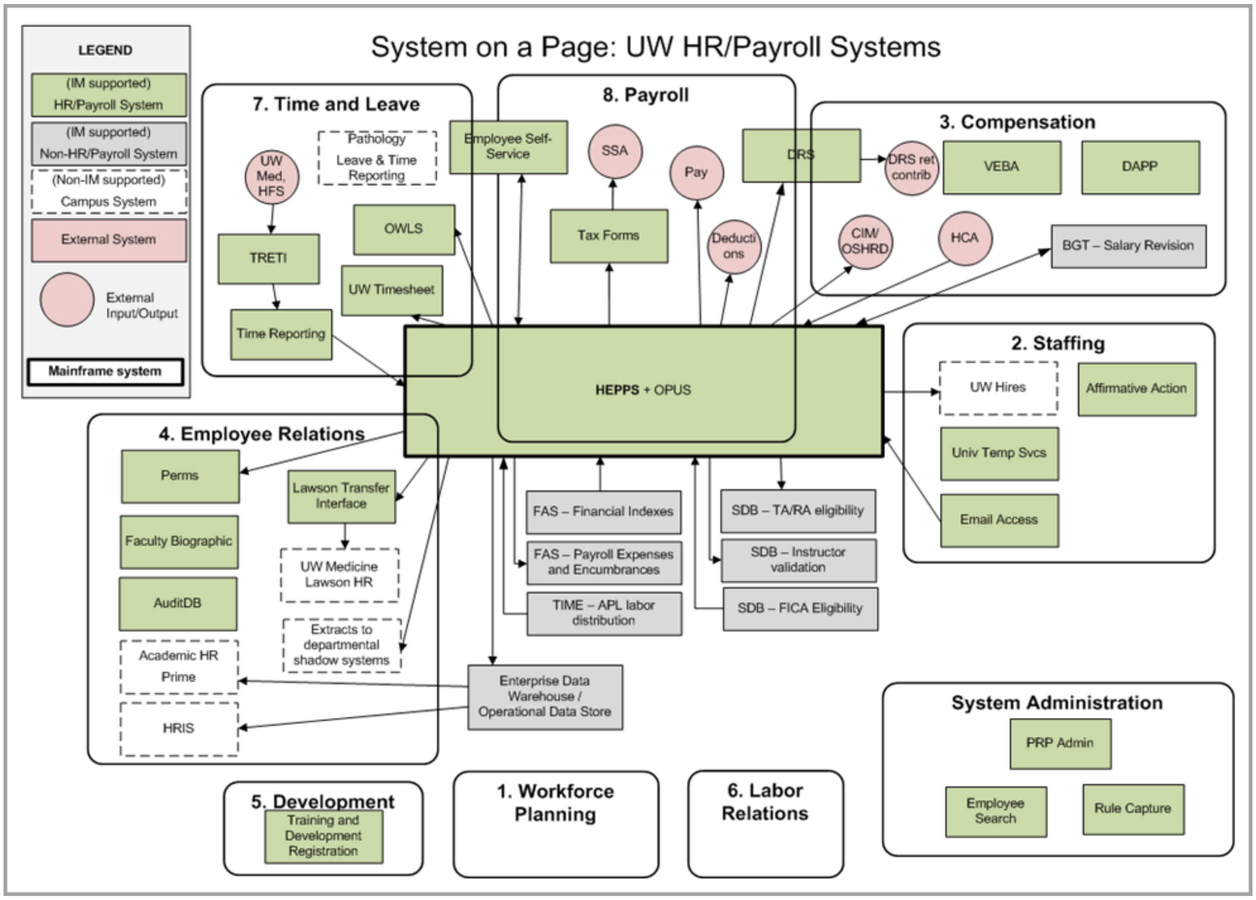

Figure 4: UW Payroll and HR Systems on-a-Page

Table 2 provides a brief description of the UW HR/Payroll systems identified in **Figure 4**.

Table 2: UW HR/Payroll Systems

System Name	Description
Academic HR PRIME	Locally developed application to perform HR management functions for Academic HR.
Affirmative Action	Web-based, used primarily by Equal Opportunity and Affirmative Action, this web-based subsystem provides central administration and self-service entry of sensitive employee data, such as employee race, ethnicity, veteran, and disability status data.
AuditDB	AuditDB records personnel actions and PERM information generated by OPUS and employee self-service (ESS) transactions.
DAPP	Data Administration for Payroll Personnel (DAPP) is a web-based, table maintenance subsystem used for updating the Job Classification, Union/Bargaining Unit (UBU), and Payroll Unit Code (PUC) tables in HEPPS.
Department of Retirement Systems (DRS)	A system that manages the interface between the UW's HR/Payroll systems and the Washington State Department of Retirement Systems. DRS is the administrator of the state defined-benefit retirement plans. The DRS system provides a facility for editing participant demographic data, employee deductions, and employer contributions.
Email Access	Email Access subsystem is used to grant UW email access to a new employee. It creates a skeletal record in HEPPS and allows departments to set up a UW NetID prior to new employee entry into OPUS.
Employee Search	Employee Search looks up an employee based on Employee ID, SSN or Name. It returns quick results.
ESS	Employee Self-Service (ESS) allows employees to view and update payroll and benefit information.
Faculty Biographic	Faculty bio information. This system is currently used to track the following information: Faculty Tenure Faculty % Tenure Faculty Terminal Degree (supports last 3 degrees) Interest Area Academic Home Department Budget Number (designed to match the appointing department budget number)

System Name	Description
HEPPS	The Higher Education Payroll Personnel System is the core payroll system. HEPPS runs on UW's Unisys ClearPath mainframe with batch and online transaction processing. Data is stored in a non-relational DMS-II database. Originally implemented in 1982, HEPPS is a heavily customized version of ISI's payroll system.
Human Resources Information Systems (HRIS)	Locally developed SharePoint- and SQL Server-based tools used by UW Human Resources to support internal HR management functions.
Lawson/Kronos Transfer interface	The Lawson Transfer interface is a group of processes that maintain an interface database, which feeds data to the UW Medicine Workforce Management System (WMS) processes supported by their Lawson (HR) and Kronos (timekeeping) applications.
OPUS	The Online Payroll Update System is a web-based, front-end for HEPPS. It is used by departments to enter payroll and personnel information, and to identify employee job information and funding sources. For more information, see the OPUS web page (http://f2.washington.edu/fm/payroll/systems/opus).
OWLS	Online Work Leave System (OWLS) is a tracking system that is the official record of hours worked, leave time earned, and leave time used for many of the employees who qualify for leave accumulation and use. Some units, including most of the medical center departments, do not use OWLS. For more information see the OWLS web page (http://www.washington.edu/admin/hr/polproc/leave/owls/index.html).
Pathology (Time & Leave)	Application developed by the Pathology Department and used by several other departments to collect time and leave information.
PERMs	Post Entry Review Messages (PERMs) are email messages that are generated whenever an entry is made in OPUS. The messages contain a comprehensive view of the entry and are automatically sent to the individuals and offices with the responsibility of reviewing them.
PRPAdmin	Tools used by Information Management staff to administer HR/Payroll web applications.
Rule Capture	Centralized business rules that are used by OWLS, UW Timesheet, and other UWIT/IM applications teams.
TaxForms	Web-based system to maintain tax form data, *e.g.,* W2s, 1042s, and handle W2

System Name	Description
	reprints.
Time Reporting	Web-based system to allow departments to record exception and positive time (ETR and PTR, respectively) for employees for current pay period
Training and Development Registration	This subsystem provides course registration application for UW Professional and Organizational Development, a division of UW Human Resources.
TRETI	Time Reporting Electronic Time Interface (TRETI) is a batch interface used by UW Medicine and Housing and Food Services (HFS) to submit time for subsequent processing by the payroll calculation.
University Temp Services	University Temp Services is a management system for UW's internal temporary employee agency, UTemp, from the point-of-order by a departmental customer through candidate selection to scheduling and billing in the UW financial system.
UW Hires	Applicant tracking system used by UW to advertise, manage, and fill classified and professional staff positions only. Originally based on Recruitmax, it is highly customized and now maintained by UW Human Resources, with limited integration with centrally-supported HR/Payroll systems.
UW Medicine (Lawson HR)	Lawson Human Resources system provides Human Resources management functions for UW Medical Center and Harborview Medical Center. It depends on a one-way interface of employee updates using an intermediate SQL Server database populated with real-time updates from HEPPS and OPUS.
UW Timesheet	Web based timesheet application used by hourly appointees to record time worked.
VEBA	Web-based application used to record the tax-free medical expense amount funded by the 25% retirement sick leave cash-out in the UW Financial System.

2.1.2 Current Interfaces

The internal and external interfaces received by or produced by the current HR Payroll systems include, but are not limited to, the interfaces listed in **Appendix E**.

2.1.3 Current Reporting

In the current system, most external reporting is in the form of interface files and most internal reports are created as PDF files and stored in a file system for access by departments. There remain, however, a small number of reports that are printed, copied to microfiche, or faxed. Those reports are summarized in **Table 3**. For more information about the reports, see **Appendix B**.

Table 3: Printed or Faxed Reports

Report Name	Recipient	Frequency	Complexity
Jolt Report	U.S. Bureau of Labor Statistics	Monthly	M
ACH Fax Totals	Wells Fargo Bank	Pay Cycle	L
Payroll Audit Report (Microfiche)	Various UW Departments	Pay Cycle	M
State of Washington Unemployment Eligibility Report	Department of Employment Security	Quarterly	M
State of Washington Unemployment Eligibility Exceptions	Department of Employment Security	Quarterly	M

2.1.4 UW Medicine HR/Payroll

UW processes payroll centrally for many parts of UW Medicine, including the School of Medicine, UW Medical Center, Harborview Medical Center, and Airlift Northwest. There is the potential to process payroll for other units of the UW Medicine Health Care System in the future. UW Medical Center and Harborview Medical Center use Lawson version 9.0.1 for HR information and use Kronos version 6.2 for timekeeping and scheduling. Airlift Northwest will transition to these systems in the near future.

2.2 Future State

As illustrated in **Figure 5** the vision for the future of UW's administrative systems is a simpler, more rational, and integrated application portfolio. By providing central systems that accommodate most unit-level requirements, the need for departmental shadow systems will be reduced, resulting in efficiency gains back to the units. With UW's future systems:

- The complex legacy of point-to-point interfaces is replaced with an Enterprise Information Management platform that provides a consolidated source of UW information.
- A simpler application portfolio increases business process flexibility and adaptability, while reducing risk of unintended outcomes.
- New business process automation tools enable efficiencies.
- Complex system interdependencies are eliminated, significantly improving UW's ability to resume business operations after a disaster.

- A reduction in shadow systems coupled with the information security features of the Enterprise Information Management platform significantly improve data security by reducing the proliferation of confidential information

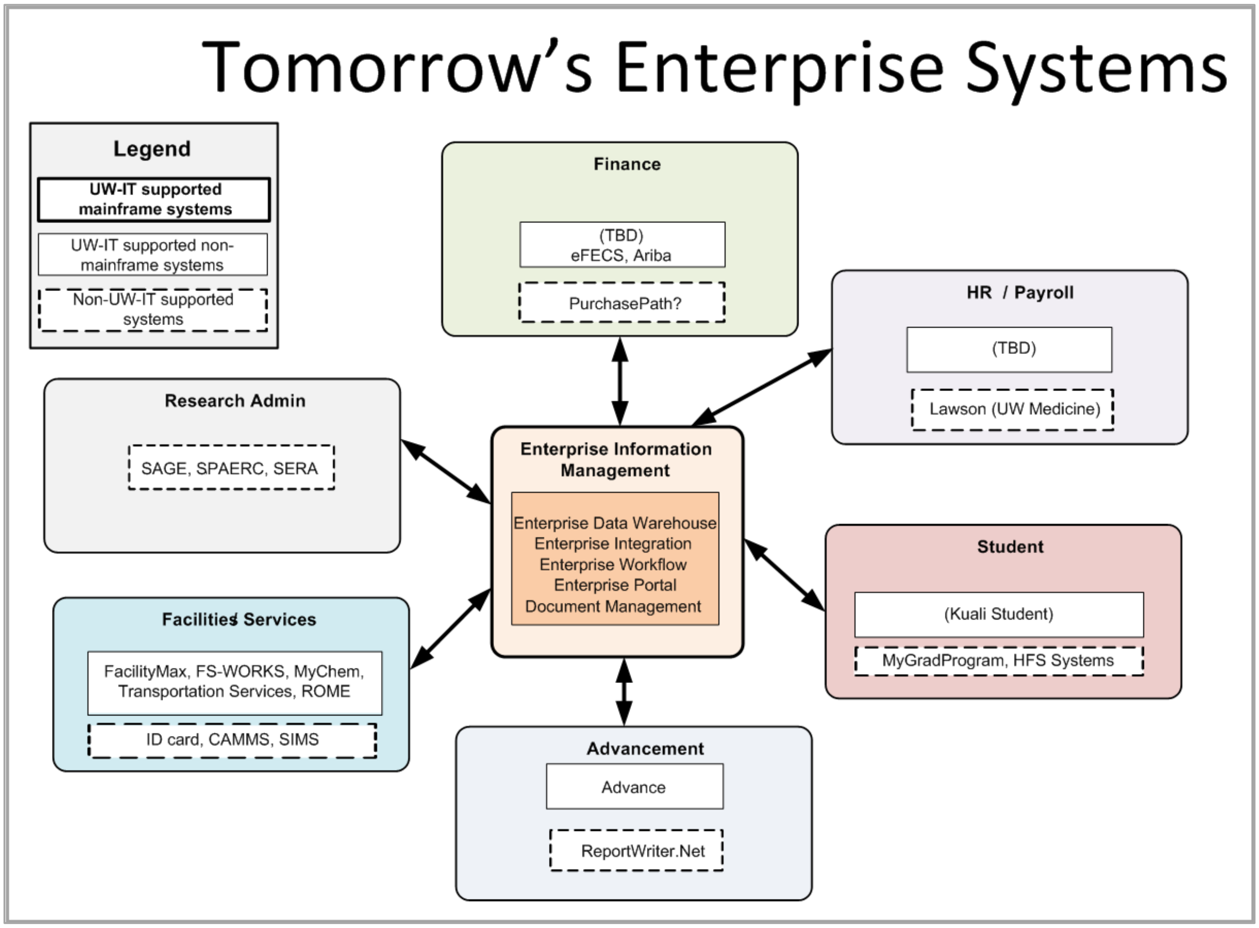

Figure 5: Tomorrow's Enterprise Systems

2.2.1 Enterprise Information Management

Enterprise Information Management (EIM) is a key component to realizing the overall administrative systems strategy by rationalizing and improving upon UW's valuable data assets. As reflected in **Figure 6**, EIM is the connector between systems, the mechanism for consolidating information and a set of tools to enable flexible business processes. EIM has five major initiatives, as depicted in **Figure 6** below:

- Enterprise Data Warehouse
- Enterprise Integration
- Enterprise Workflow
- Enterprise Document Management System (EDMS)
- Enterprise Portal

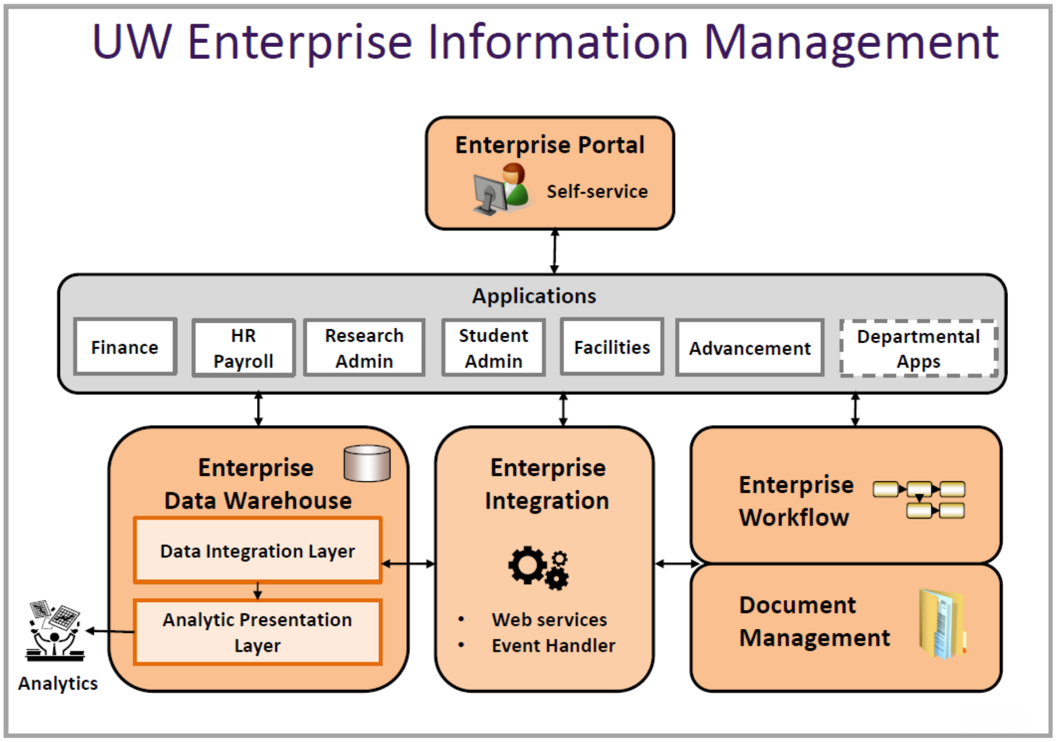

Figure 6: UW Enterprise Information Management

2.2.2 Enterprise Architecture Guiding Principles

UW's Enterprise Architecture (EA) Guiding Principles, as shown in **Table 4** are important for defining the criteria by which technology and services, that span or impact the enterprise, are managed, acquired, designed and configured. Each principle includes several statements that describe general traits, outcomes we want to achieve, and useful constraints. The Guiding Principles should:

- Be included in RFP's and procurement processes;
- Guide decision-making;
- Be used to evaluate services, products, and projects; and
- Inform system design and development.

Table 4: Enterprise Architecture Guiding Principles

Principle	Statements
Standards-based	• Embrace industry and community standards. • Prefer open standards, architectures, and systems over closed, proprietary ones. • Standardize to reduce needless diversity.
Simple	• Make things as simple as possible but no simpler. • Follow well-defined patterns and blueprints. • Minimize duplication and reduce complexity. • Make things easy to understand. • Make things easy to use.
Scalable	• Support increases in workload using proportional, cost-effective increases in resources. • Free up resources and reduce costs proportional to decreasing workloads. • Plan for contingencies where workloads are temporary, spiky, or extreme.

Principle	Statements
Service-Oriented	• Deliver business functionality as modular, reusable, loosely-coupled services and messages. • Design services and messages to have well-defined interfaces and data models. • Design modular components; create building blocks not monoliths. • Enable reuse of data and functionality. • Make services and messages discoverable. • Define boundaries to enable separation of concerns.
Strategic	• Enable a single federated enterprise-wide architecture. • Align decisions and architecture with the strategic mission, vision and values of the University. • Align decisions and architecture with the UW-IT Strategic Plan. • Take a strategic "big picture" viewpoint when making decisions. • Avoid strategic compromises during tactical projects. • Support long-term business-driven capabilities.
Reliable	• Avoid single points of failure; a system is only as reliable as its weakest link. • Define and design for target availability levels. • Design for fault tolerance and graceful failure.
Data Driven	• Govern data according to University policies and the Data Management Committee guidelines. • Manage authoritative data as a single source of truth for others. • Make data available and discoverable. • Enrich data with well-defined metadata.
Sustainable	• Make things maintainable, manageable and measurable. • Enable measurement of system performance. • Design for monitoring, logging, run-time tuning and diagnostics. • Make decisions based on the full lifecycle of things.

Principle	Statements
	• Design for extensibility. • Make things testable. • Document knowledge needed by others; an undocumented system is not maintainable.
Secure	• Protect information according to University policies using cost-effective access controls. • Make decisions based on the classification and value of assets. • Secure the boundaries between architectural components. • Consider malicious threats and accidental misuse. • Ensure confidentiality, integrity and availability of information. • Control access using authentication and authorization. • Manage University risk.

2.2.3 Vision Statement – Information Management and Administrative Systems

UW operates separate enterprise systems to support its large functional administration domains: Finance, HR/Payroll, Student Administration, Research Administration, Facilities, and Advancement. Timely, secure, and well-managed integration between systems is critical to maintain stable and efficient operations.

UW's current administrative systems environment involves a large portfolio of application systems, some centrally-managed and some distributed across campus. Integration between systems is either lacking or consists primarily of point-to-point, file-based interfaces, and redundant copies of enterprise master data.

UW's desired future state is a more rational application portfolio which relies on UW's core administrative systems supporting Service Oriented Architecture (SOA) and event messaging integration patterns in an environment where shared master data and metadata are managed externally from the core systems, and information from the core systems is integrated in UW's Enterprise Data Warehouse (EDW) for cross-domain analytics. Applications are web-based and support architectural principles of eventual consistency and high availability. Information and business functions, including workflow, are secured by roles and permissions managed externally from the core systems.

Achieving the desired future state results in much greater business process flexibility and adaptability; it improves information security; and it significantly improves UW's ability to resume operations after a disaster.

3.0 Instructions to Bidders

This Section provides Bidders with an overall understanding of the proposal process, and instructions to Bidders for responding to the RFP.

3.1 Staged Procurement

The procurement process adopted by this RFP process solicits Bidder responses in a structured, four stage approach. Responses received in each stage will be evaluated and will inform scoring and selection for participation in future stages of the procurement process. For each stage, the UW evaluation team will select which Bidders may proceed to the next stage based on the evaluation approach.

Although Bidders may not initially be invited to move from one stage to the next, UW reserves the right to invite Bidders to proceed to a subsequent stage at any time, even after other Bidders have already proceeded to such subsequent stage of the procurement. The four stages are:

Stage 1 – Mandatory Mission Critical and Requirements	Stage 1 is the entry point for Bidders to participate in UW's procurement of the HR/Payroll Solution. Bidders must respond to Mandatory and Mission Critical Requirements, certify compliance with UW's Negotiation Procedures set forth in **Attachment H,** and provide other requested information as set forth herein. Bidders must prepare and submit a complete response to Stage 1 to be considered for future stages of the procurement. UW's evaluation team will consider the completeness of the response and potential gaps when evaluating the Stage 1 responses. The responses to the Mandatory and Mission Critical Requirements, the affirmative certification with the UW Negotiation Procedures, and the information received from reference checks will determine which Bidders advance to Stage 2. There is no set number of Bidders who will advance to Stage 2. All Bidders will be notified of their status at the end of Stage 1. Bidders who are invited to participate in Stage 2 will receive Demonstration Materials (hereafter defined) and a Key Business Terms Document (hereafter defined). Bidders are not to provide pricing information at this Stage 1. See **Section 4.0** for detailed information about Stage 1 and **Section 8.0** for additional information about the Stage 1 evaluation approach.
Stage 2 – Questions, Components, Detailed Requirements, and Key Business Terms	In Stage 2, Bidders will respond to the Stage 2 Questions, Components, Detailed Requirements, and Key Business Terms Document. The UW evaluation team will review and score each Bidder's response in its entirety using criteria and the other considerations as outlined in **Section 8.0.**

	UW reserves the right to discuss Bidders' responses during this Stage to assist in the evaluation. Bidders will be able to clarify or update their responses based on these discussions by issuing supplemental responses. All Bidders will be notified of their status at the end of Stage 2. UW anticipates two (2) to four (4) Bidders will be selected for Stage 3. Bidders who are invited to participate in Stage 3 will receive revisions to the Demonstration Materials, if any, and UW-developed contract and project documents, including the UW Master Technology Agreement, HR/Payroll Project Agreement, Statement of Work, and Hosting/SaaS Services terms and conditions. Bidders are not to provide pricing information at this Stage 2. See **Section 5.0** for detailed information about Stage 2.
Stage 3 – HR/Payroll Solution Demonstrations, Cost Proposals, and Contract and Project Documents Issues	In Stage 3, Bidders will present solution demonstrations on-site at UW's Seattle campus and respond to additional functional, technical and other questions. After the solution demonstrations, Bidders will submit cost proposals and a detailed Issues List (herein defined) for the contract and project documents. The UW evaluation team will take into consideration functionality and usability of solutions, as well as Bidder's response to the contract and project documents. All Bidders will be notified of their status at the end of Stage 3. UW anticipates selecting two finalists for Stage 4. See **Section 6.0** for detailed information about Stage 3 and **Section 8.0** for additional information about the Stage 3 evaluation approach.
Stage 4 – Follow-Up Demonstrations, Finalist Bidders, Implementation Planning Study, and Contract Negotiations	In Stage 4, Bidders will be required to conduct follow-up solution demonstrations at the UW Seattle campus; submit revised pricing along with documentation substantiating any change in price, and participate in Implementation Planning Study workshops and contract negotiations. UW may also require the Bidder to prepare responses to additional questions and/or requirements. The UW evaluation team will take into consideration the Bidders' full responses (Stages 1 through 4) and the resolution of all contract and project documents in developing its recommendation as to the Apparent Successful Bidder. See **Section 7.0** for detailed for information about Stage 4.

3.2 Bidder as Prime

UW intends to make a single award to a Bidder who will be responsible for the performance of the entire HR/Payroll Project pursuant to the final contract, including, but not limited to, implementation, hosting or SaaS, and ongoing support and maintenance. UW will consider the contracting Bidder to be the sole point of contact with regard to all contractual matters, including any and all contract performance issues and obligations.

Bidders may partner with others provided that all proposals on behalf of multiple Bidders must identify a single Bidder as the "Prime Bidder" and all other Bidders as "subcontractors." Bidders who are acting as a Prime Bidder are limited to submitting one proposal. A single Bidder may be named as a subcontractor on multiple proposals submitted by other Prime Bidders. Only one contract will be entered into between UW and the successful Bidder. The Prime Bidder must ensure that appropriate contractual relationships are established with all subcontractors. As a condition of entering into a contract with a Prime Bidder, the Prime Bidder must provide UW with a copy of and UW must approve all contracts with subcontractors as described in **Section 3.23.2** of this RFP.

The vendor selected by UW to provide BPR services may not be a Prime Vendor or subcontractor under this RFP.

3.3 Contracting Restrictions

Specific restrictions apply to contracting with current or former state employees pursuant to Chapter 42.52 of the RCW[1]. Bidders should familiarize themselves with such requirements prior to submitting a response.

3.4 Requirements for Bidder Qualification

The failure of a Bidder to provide or be in compliance with any of the Mandatory Requirements or any requirement in the RFP or addenda which is called or otherwise indicated to be mandatory, including those listed in this Section, may result in automatic disqualification from the bidding process.

This Section lists the overarching requirements for Bidder qualification. Requirements that pertain to individual items for a procurement Stage are listed in the Section about the Stage. Certain overarching requirements are essential to UW for a Bidder's proposal to be considered:

- For each Stage, all responses must be submitted by the deadline set forth in **Section 3.7**.
- Response must be complete and comply with all instructions stated in this RFP and as modified. Incomplete bids or bids that do not comply with all instructions will be disqualified.
- Collusion among Bidders is not permitted. If there is evidence of collusion among Bidders, UW reserves the right to disqualify all RFP Responses of the parties involved in the collusion.

[1] http://apps.leg.wa.gov/rcw/default.aspx?cite=42.52.080

- The Bidder will not make any attempt to induce any other person or firm to submit or not submit a proposal for the purpose of restricting competition. If there is evidence of an attempt to restrict competition or a restriction of competition, UW reserves the right to disqualify all RFP Responses of the parties involved in the restriction or attempted restriction of competition.

3.5 RFP Reference Number

The RFP Reference Number is UW-12-0149RKH. The combination of the RFP Reference Number and the RFP Title (Request for Proposal: Human Resource – Payroll Management Information System) uniquely identify this RFP. Use the RFP Reference Number and the RFP Title in all communication with the RFP Coordinator.

3.6 RFP Coordinator

Upon release of this RFP, all Bidder communications concerning this acquisition must be directed to the RFP Coordinator listed below.

Raymond Hsu, Assistant Director, Procurement Services

University of Washington

Purchasing Department, Box 351110

3917 University Way NE

Seattle, WA 98195

(206) 543-0793

rayhsu@uw.edu

Please use the RFP Reference Number and RFP Title, as noted in **Section 3.5**, in all communications with the RFP Coordinator.

Unauthorized communication regarding the RFP with UW employees, Regents, or representatives may result in disqualification.

Any oral communications will be considered unofficial and non-binding on UW. Bidders should rely only on written statements issued by the RFP Coordinator.

3.7 Key Events and Dates

Table 5 lists key events and dates in the RFP process.

Table 5: Key Events and Dates

Date	Event
Wednesday, September 24, 2012	Request for Proposal issued.
Monday, October 1, 2012 4:00 PM, Pacific Time	Deadline for registration for the mandatory Bidders Conference.
Wednesday, October 3, 2012	Bidders Conference will be held at the UW Seattle campus from 12:00 to 2:00 p.m. Pacific Time. **Attendance at the Bidders Conference is mandatory for Bidders that plan to bid as a Prime Bidder**. Prime Bidders can send up to two (2) representatives to the Bidders Conference. WebEx conferencing will be made available to any subcontracting firms or other interested companies who will not be a Prime Bidder. See **Section 3.8** for more details on the Bidders Conference.
Tuesday, October 9, 2012 5:00 PM, Pacific Time	Deadline for submission of written requests for Stage 1 clarifications. Submit requests for clarification using Decision Director. See **Section 3.16** for information about Decision Director.
Tuesday, October 16, 2012	UW publishes responses to Stage 1 requests for clarifications, issues, addenda, or other modifications to Washington Electronic Business Solutions ("***WEBS***").
Stage 1 – Mandatory and Mission Critical Requirements	
Monday, October 29, 2012 5:00 PM, Pacific Time	Deadline for Stage 1 proposal submission
Thursday, December 6, 2012	The RFP Coordinator will notify all Bidders who will and will not move forward to Stage 2. Bidders invited to participate in Stage 2 will receive the following at time of notification:

Date	Event
	• Access to the Detailed Requirements via Decision Director; • Demonstration Materials; and • Key Business Terms Document
Stage 2 –Questions, Components, Detailed Requirements, and Key Business Terms	
Wednesday, December 12, 2012 5:00 PM, Pacific Time	Deadline for submission of written requests for Stage 2 clarifications. Submit requests for clarification using Decision Director. See **Section 3.16** for information about Decision Director.
Wednesday, December 19, 2012	UW publishes responses to Stage 2 requests for clarifications, issues, addenda, or other modifications to WEBS.
Tuesday, January 15, 2013 5:00 PM, Pacific Time	Deadline for submission of Stage 2 full written responses.
Monday, February 11, 2013	The UW RFP Coordinator notifies Bidders regarding Key Business Terms Document negotiations.
Tuesday-Friday, February 19-22, 2013	Key Business Terms Document negotiations.
Tuesday-Friday, February 26-March 1, 2013	If needed, additional Key Business Terms Document negotiations.
Monday, March 11, 2013 5:00 PM, Pacific Time	Final supplemental responses for Key Business Terms Document due by Bidders.
Wednesday, March 27, 2013	The RFP Coordinator will notify all Bidders who will and will not move forward to Stage 3. UW anticipates between two and four Bidders will be selected for Stage 3. Bidders selected for Stage 3 will be notified of their assigned solution demonstration date and will receive copies of any revised Demonstration Materials in stages so that all Bidders will have the same amount of time to prepare for their

Date	Event
	demonstration session. Bidders invited to participate in Stage 3 will receive: • Updated Demonstration Materials. • Cost proposal instructions, materials and pricing spreadsheets. • UW contract documents, including the Master Technology Agreement, HR/PR Project Agreement, Statement of Work, and Hosting or SaaS Services terms and conditions.
Stage 3 – Solution Demonstrations, Cost Proposals, and Contract and Project Documents	
Monday, April 15, 2013 1:00 to 4:00 PM, Pacific Time	Stage 3 Bidders Conference to be held at the UW to review Bidders' questions relating to the cost proposal, additional questions in **Appendix C (Appendix C.1 through Appendix C.4)** and **Appendix D** (and any other questions requested by UW), and contract and project documents. In-person attendance at this Bidders Conference is mandatory for Prime Bidders. The rules that apply to the initial Bidders Conference (see **Section 3.8**) will apply to the Stage 3 Bidders Conference, and WebEx conferencing will be available.
April-May 2013	Approximately two (2) weeks in advance of a Bidder's scheduled solution demonstration, UW will convene conference calls with individual Bidders to answer questions about the Demonstration Materials.
Friday, April 19, 2013 5:00 PM, Pacific Time	Deadline for submission of written requests for Stage 3 clarifications. Submit requests for clarification using Decision Director. See **Section 3.16** for information about Decision Director.
Mondays: April 22, 2013 April 29, 2013 May 6, 2013	Bidders submit list of Non-Supported Requirements (defined herein) items one (1) week prior to their scheduled on-site solution demonstrations.

Date	Event
Tuesdays - Thursdays: April 30 – May 2, 2013 May 7-9, 2013 May 14-16, 2013	On-site Bidder solution demonstrations. Each Stage 3 Bidder will conduct an on-site solution demonstration at the UW Seattle campus for up to three consecutive days. UW will assign each Stage 3 Bidder to one of the available time slots. Assignment to first or second choice of time slot cannot be guaranteed.
Friday, May 10, 2013	UW publishes responses to Stage 3 requests for clarifications, issues, addenda, or other modifications to WEBS.
Wednesday, May 22, 2013 5:00 PM, Pacific Time	Deadline for submission of cost proposal, the Issues List for the contract and project documents, and responses to questions in **Appendix C** (**Appendix C.1** through **Appendix C.4**) and **Appendix D** and other questions as requested by UW.
June – July 2013 (exact dates TBD)	UW contract documents negotiations.
July 2013 (exact date TBD)	The RFP Coordinator will notify all Bidders who will and will not move forward to Stage 4. Up to two finalists Bidders may be selected to participate in Stage 4. Finalists Bidders will receive notice of focus areas for the follow-up solution demonstrations and the assigned follow-up solution demonstration date. Notice of focus areas for follow-up solution demonstrations will be staged so that each finalist Bidder has the same amount of time to prepare for their solution demonstration session. Finalist Bidders may be asked additional technical, functional, or other questions in Stage 4.
Stage 4 –Finalist Bidders, Implementation Planning Study, and Contract Negotiations	
July - September 2013 (exact dates TBD)	Commence Implementation Planning Study Continue contract negotiations
July or August 2013 (exact date TBD)	If there are additional written requests for Stage 4 clarifications, the deadline for submission of such written requests. Submit requests for clarification using Decision Director. See **Section 3.16** for information about Decision Director.

Date	Event
July or August 2013 (exact date TBD)	If there are additional written requests for Stage 4 clarifications UW publishes responses to Stage 4 requests for clarifications, issues, addenda, or other modifications to WEBS.
July or August 2013 (exact dates TBD)	Follow-up solution demonstrations. Each Stage 4 finalist Bidder will conduct follow-up solution demonstrations for up to three consecutive days at the UW Seattle campus. UW will assign each Stage 4 finalist to one of the two available slots.
August 2013 (exact date TBD)	Deadline for submission of revised pricing and responses to any additional UW questions and/or requirements.
September 2013 (exact date TBD)	Implementation Planning Study completed.
October 2013 (exact date TBD)	Contract negotiations completed and Bidder(s) execute the contract documents making a written irrevocable offer.
October 2013 (exact date TBD)	UW announces Apparent Successful Bidder.
January 2014 (exact date TBD)	Full contract execution.

3.8 Bidders Conference (Attendance Mandatory for Prime Bidders)

UW will conduct a Bidders Conference on Wednesday, October 3, 2012 from 12:00 to 2:00 p.m., Pacific Time, to provide an opportunity for prospective Bidders interested in submitting a proposal for the HR/Payroll Solution to better understand and ask questions about the RFP and the procurement process.

Bidders must register for the Bidders Conference by sending the RFP Coordinator an email with the following information:

- Company name
- Name(s) titles and roles of individuals that will participate in the Bidders Conference (including for each individual whether attendance will be in-person or by WebEx)
- Point-of-contact information (email address; phone number)
- Whether Bidder intends or is considering to be a prime or non-prime (*i.e.*, subcontractor) Bidder

The RFP Coordinator will provide the meeting location and/or WebEx information, as applicable, to the registered point-of-contact. **In-person attendance at the Bidders Conference is mandatory for all Prime Bidders**. Consistent with UW's Green Initiative (see **Section 3.29**), UW will limit the number of in-person representation at the Bidders Conference to two (2) individuals from Prime Bidder; however, UW strongly encourages other Prime Bidder representatives to participate by WebEx conferencing. All other interested firms, including subcontractors to Prime Bidders, will be permitted to participate by WebEx conference.

Questions that are raised during the Bidders Conference and the inquiry period will be addressed in writing as an addendum to the RFP and published on WEBS. The RFP Coordinator will also publish the list of all Bidder Conference attendees, including Bidders and their representatives that via WebEx).

Prime Bidders who do not attend the Bidders Conference in person will not be allowed to submit RFP Responses as a Prime Bidder.

3.9 Requests for Clarification

Bidders may submit requests for clarification of any part of the RFP, regardless of the Stage, in advance of each deadline. All requests for clarification **must** be submitted using Decision Director. Advantiv Solutions, LLC, will provide detailed instructions for submitting requests for clarification. For information about using Decision Director, see the discussion about submitting proposal responses in **Section 3.16.**

3.10 Submission of Responses

Any submission, response, or information provided by Bidders to UW pursuant to this RFP must be true, accurate, and correct. By providing UW any submission, response, or information to UW pursuant to this RFP, Bidder is certifying that each such submission, response, or information is true, correct, and accurate, and that Bidder has not omitted any material facts that would make the submission incomplete or misleading.

3.11 References to Bidder's Solution

Any references in this RFP to Bidder's solution shall mean Bidder's solution as currently-available as of the date of the Bidder's response, without the preparation of any customizations or extensions.

3.12 Responses to Requests for Clarification

The RFP Coordinator will prioritize responding to requests for clarification based on the content of the questions. For example, requests for clarification related to Stage 1, if received before the Stage 1 deadline, will receive higher priority for response than those questions related to subsequent Stages of the procurement. Responses to questions will be sent via email to the Bidder who submitted the question and posted to WEBS for other Bidders to view.

3.13 Revisions to the RFP

All revisions to the RFP document, including but not limited to, clarifications or modifications to specifications and requirements, terms and conditions, or responses to Bidder questions, will be issued by the RFP Coordinator as an addendum to the RFP and posted on WEBS.

3.14 Proprietary Information/Public Disclosure

Bids and any other materials submitted in response to this competitive procurement will become the property of UW.

All bids received will remain confidential until the contract, if any, resulting from this RFP is *signed* by an authorized representative of UW and the successful Bidder; thereafter, the bids will be deemed public records as defined under Washington's Public Records Act, RCW 42.56. Bids remain confidential during any contract negotiations.

Any information in the bid that the Bidder desires to claim as proprietary and exempt from disclosure under the Washington Public Records Act must be clearly designated:

- For responses entered using Decision Director, click the checkbox that indicates confidentiality.
- For responses that are attachments, each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on the lower right corner of the page.

Washington's Public Records Act generally does not permit exemption of entire documents, and exemption of entire pages within a document is disfavored. Accordingly, Bidders must indicate the specific items of information they consider to be confidential and exempt, and a Bidder will only designate an entire page as confidential where the Bidder believes, in good faith, that the entire page is in fact exemptible under the Washington Public Records Act. Marking the entire bid as proprietary or confidential, and, therefore, exempt from disclosure will NOT be accepted or honored, and may result in disqualification of the proposal solely at the discretion of UW.

If, after a contract has been signed, a public records request is received that covers information a Bidder has marked as confidential in accordance with the foregoing, UW will notify the Bidder of the request in advance of release of the information (usually, two weeks) so as to enable the Bidder to obtain an injunction or other court order against such release. By responding to this RFP, each Bidder agrees that if UW gives the foregoing notice, it may release any Bidder information marked as confidential without further obligation or liability to that Bidder.

3.15 Minority and Women–owned Business Participation

In accordance with RCW chapter 39.19, the State of Washington encourages participation in all of its contracts by firms certified by the Office of Minority and Women's Business Enterprises (OMWBE). Participation may be either on a direct basis in response to this solicitation or on a subcontractor basis. However, no preference will be included in the evaluation of bids, no minimum level of MWBE participation will be required as a condition for receiving an award, and proposals will not be rejected or considered non-responsive on that basis.

The established annual procurement participation goal for MBE is 10% and for WBE is 4% for this type of project. These goals are voluntary. For information on certified firms, Bidders may contact OMWBE at 360.753.9693 or http://www.omwbe.wa.gov.

3.16 Instructions for Submitting Proposals

Bidders will submit their proposals, submission letters, and attachments using the web-based, team collaboration tool – Decision Director – provided by Advantiv Solutions, LLC. All responses – except those for the detailed business requirements – will be collected and processed using the Decision Director RFP Response Management System tool. A second Advantiv solution tool, Decision Director 2 (or other applicable version), will be used to collect responses to the detailed business requirements. The Advantiv tools are referred to collectively as "Decision Director".

Each Bidder will be provided with secure, on-line response environments within Decision Director and Decision Director 2. Advantiv Solutions will provide each Bidder with all necessary instructions and support. Advantiv can be reached at dd2@advantiv.com. Bidders may contact Advantiv Solutions LLC for the sole purpose of obtaining access credentials or otherwise obtain instructions on the use of the Decision Director tool.

3.16.1 Timing

Late proposals will not be accepted and will be automatically disqualified from further consideration, unless the Decision Director RFP Response Management System is found to be at fault as confirmed by Advantiv Solutions LLC.

Bidder's Decision Director response environment will open upon the release of the RFP and will close for each Stage of the procurement based on the schedule presented in **Section 3.7.** Those Bidders who are not selected to advance to the next Stage will not have access to subsequent Stages in Decision Director. When the environment closes, the responses present in the environment will constitute the Bidder's final response. Each Bidder will receive an extract of their responses. Bidders may contact the RFP Coordinator via email to verify and confirm the response was received.

3.16.2 General Format Guidelines for Attachments

Some questions will ask the Bidder to attach a document as all or part of the response. ***Submit attachments in PDF format unless otherwise specified.*** For example, the cost proposal is specified to be submitted in Microsoft Office Excel™ file (.xls or .xlsx extensions) and therefore the cost proposal must be submitted in such format. Questions about acceptable file formats must be asked during the Bidders Conference. See **Section 3.7** for scheduled date and time of this event. Bidders can also request clarification during the question period at the beginning of each stage. The following requirements apply to all stages:

- Do not submit any responses via facsimile (fax).
- Do not submit video responses.
- Do not submit marketing materials, product sheets, brochures, customer testimonials, or other pre-printed materials.

3.17 Reservation of Rights

UW reserves the right to accept or reject any or all bids, make more than one award, or no award, in the best interests of UW. Any contract entered into between UW and the successful Bidder will incorporate the requirements and specifications contained in the RFP, as well as the entire contents of the Bidder's response as accepted by UW. Statements contained in a Bidder's RFP Response that such response cannot be included in a contract will be disregarded and Bidder's subsequent refusal to incorporate the entirety of the RFP Response may result in the disqualification of Bidder.

3.18 Rejection of Proposals

UW reserves the right to reject any proposal not meeting the Mandatory Requirements identified in **Section 4.0**. UW also reserves the right to reject proposals based on criteria not outlined in the RFP.

3.19 Proposal Preparation Costs

UW will not be liable for any costs incurred by the Bidder in preparation of a proposal submitted in response to this RFP, in conduct of a presentation or demonstrations, in the Implementation Planning Study or contract negotiations, or any other activities related to responding to this RFP or the procurement process.

3.20 Proposal Acceptance Period

For those Bidder's participating in Stage 3, all proposals (including pricing) must be fixed (and held open) for a minimum of nine (9) months from the date of UW's receipt of the Bidder's cost proposal. UW reserves the right to work with the Bidder to extend such minimum 9-month period, as desired by UW.

3.21 UW Business and Technical Requirements

Bidders will be responsible for ensuring that the HR/Payroll Solution meets all UW business and technical requirements as set forth in this RFP ("***UW Business and Technical Requirements***"). The UW Business and Technical Requirements include:

A. All requirements specified in **Section 4.0: Stage 1: Mandatory and Mission Critical Requirements**, and all related and referenced Appendices and Attachments;

B. All requirements specified in **Section 5.0: Stage 2: Questions, Components, Detailed Requirements, and Key Business Terms**, and all related and referenced Appendices and Attachments;

C. All requirements included in the Decision Director and Decision Director 2 environments with respect to which Bidder has made an affirmative response or indicated that the requirement can be met with a configuration, extension or other programming change, and all related and referenced appendices and attachments;

D. The features and functionalities demonstrated by Bidder in the solution demonstrations, as supported by the Demonstration Materials and the electronic copies of the demonstrations themselves; and

E. The practices and policies surrounding the rules, procedures, practices, policies and other terms by which UW employees, appointees, and others are managed, trained and certified, governed, regulated and/or compensated, including those reflected in UW's contracts; labor agreements; accreditation and certification requirements; Faculty Code and other personnel codes; executive orders; practice plans;, regulatory requirements (including federal, state, local and foreign laws, regulations and policies); and administrative, employment and benefits policies; and changes to the foregoing during the pendency of the project. See **Appendix H** for select information relating to such practices and policies.

F. UW enterprise data integration requirements developed by the parties during the HR/Payroll Project.

3.22 Key Technology Partnering and Solution Commitments

UW wants to forge a strong technology partnership with the successful Bidder, one that is founded on alignment on fundamental partner principles, and commitments to ensure project success and the long-term usability of the HR/Payroll Solution. During Stage 2, UW will provide the Key Business Term Document which will set forth more specifics relating to the commitments to a long-term partnership that will be important in the evaluation of Bidder's proposals. Bidders must be willing to make the partnering and solution commitments to UW as described in this Section.

3.22.1 Ensuring the Success of the Long-Term Partnering Relationship

Executive and management level commitments between Bidder and UW need to be in place to provide the framework for a long-term partnership. Partnering principles will be clearly articulated in the contract documents and Bidders' alignment with the principles will be an important part of the evaluation process. The partnering principles include:

- ✓ Direct executive oversight and involvement
- ✓ Commitment to state-of-the-art products
- ✓ Competitive pricing and predictability of on-going costs and expenses
- ✓ Committing empowered executives to support the partnership
- ✓ Ensuring time-to-market solutions and regulatory updates
- ✓ Ensuring proper alignment of accountability and responsibility for the relationship
- ✓ Making a commitment to open architecture products
- ✓ Permitting UW to influence product development and engage in strategic planning process
- ✓ Cooperation with UW's other technology partners
- ✓ Committing quality resources to support the partnership
- ✓ Protecting UW's long term investment in the solution

3.22.2 Ensuring Project Success

A. **Project Management Services** – Project management services, including preparing timely and comprehensive project status reports, quality management (see below), issue management, risk management, project financial status, communications plan, document management, and control, *etc*., will all be necessary to monitor and manage the implementation of the HR/Payroll Project.

B. **Quality Management** – As important as completing the HR/Payroll Project on-time is that the quality of the implementation and deliverables meets UW's standards. Mechanisms will need to be in place to measure the quality of the implementation and deliverables, and economic incentives need to be aligned to maximize the quality aspects of the HR/Payroll Project. Monthly quality audits will be conducted by a third party (as required by the state of Washington) and quality will be measured using a scorecard approach. In addition, the successful Bidder will be required to conduct internal quarterly project reviews, show the results with UW and work with UW to address any deficiencies.

C. **Project Personnel** – Projects are only as successful as the experience and quality brought to the project by vendor resources. Bidder personnel must have a minimum level of experience, which is suited to their role on the project. Additionally, UW must have the right to remove Bidder personnel upon UW's request if UW determines that such personnel are not meeting project needs, such services are unsatisfactory or the project is being hindered. Finally, as Bidder personnel consistency is critical to project success, protections need to be in place to restrict Bidder personnel from being assigned away from the HR/Payroll Project.

D. **Knowledge Transfer** – Sufficient knowledge will need to be transferred to UW personnel during the implementation to enable UW personnel the means to support and maintain the solution following the completion of the HR/Payroll Project.

E. **UW Business and Technical Requirements** – The solution must meet the UW Business and Technical Requirements, including those requirements in the Decision Director tool that Bidder indicates it can meet and product features and functionality demonstrated to UW or needed to allow UW to comply with its union contracts, collective bargaining agreements and pay practices described in this RFP.

F **Statement of Work, Project Plan & Joint Resource Plan** – A complete Statement of Work, Project Plan, and Joint Resource Plan must be fully-developed prior to contract signing to ensure proper alignment of project expectations.

G. **Testing** – Testing will be comprehensive, and will include unit, system, integration, security, regression, user acceptance, and performance testing. In addition, there will be a post-go-live optimization period to optimize and fine tune the HR/Payroll Solution.

H. **Performance-Based Approach to the Project** – Critical milestones during the project, including due dates when they must be achieved, will be part of the project, and payment terms will be aligned to meeting critical milestones. Economic mechanisms must be in place to address the negative consequences resulting from Bidder delays.

3.22.3 UW's Investment in the Solution

A. **Enterprise-Wide Solution** – The HR/Payroll Solution should be usable by UW across its entire spectrum of educational, research, business, clinical, and operational activities, now and in the future as UW grows, all without restriction as to limitations on users, usage, or other metrics.

B. **Long-Term Commitment to Support the HR/Payroll Solution Platform** – Given the criticality of support and the long-term nature of the investment made by UW in the HR/Payroll Solution, the Bidder must make comprehensive support and enhancements available on a long-term basis. Given the size of UW, the technology partner should assign specific individuals within its support team to work with UW to ensure consistent, high-quality, and knowledgeable support is provided to UW.

C. **Protecting UW's Investment in the HR/Payroll Solution –** UW's investment in the HR/Payroll Solution should be protected against end-of-life events, and the solution should remain robust and functionally rich. Support programs that limit support to solely break/fixes and regulatory updates will work to diminish the value of UW's investment in the HR/Payroll Solution.

D. **Comprehensive Support Terms –** Comprehensive support for the HR/Payroll Solution is important to UW. The scope of ongoing support post-HR/Payroll Project completion must include the retrofitting and warranty of any extensions and custom programming that are implemented during the HR/Payroll Project, and must be included in the fees charged to UW for support and/or hosting or SaaS, as applicable.

E. **Regulatory Updates –** Timely regulatory updates (federal, state, and foreign) need to be part of the ongoing support of the HR/Payroll Solution, all within the support fees paid.

F. **Commitment to Handling Incidents and Correcting Solution Problems** – Comprehensive, defined incident management process, and the obligation to handle incidents and correct defects within targeted timeframes is important to UW.

G. **System Optimization Assessment** – UW expects that the successful Bidder will conduct an annual audit with UW of UW's use of the solution, the purpose of which shall be to identify opportunities for improving and maximizing UW's use of the solution.

H. **Information Technology Infrastructure Library** – Bidders are expected to implement best practices standards in service management, including based on the Information Technology Infrastructure Library (ITIL). The benefits from the ITIL approach include, increased user and customer satisfaction with information technology services, improved availability of information technology services which leads directly to improved business performance, financial savings from reduced rework and lost time, and improved resource management and usage, improved responsiveness to the market, and improved decision making and optimized risk.

I. **Multi-Vendor Sourced Environments** – Bidder's solution will be deployed as one of several components of UW's total technology environment. Accordingly, using UW's multi-vendor procedures, Bidder must cooperate with UW and all third parties that have services and/or products in UW's technology environment to minimize the disruptions, incidents, and defects within UW's technology environment and interfaced third party systems.

3.22.4 Additional Key Relationship Commitments

A. **Additional Purchases by Washington State Institutions of Public Higher Education and other Washington State Organizations** – UW expects the other members of the Washington State Institutions of Public Higher Education and/or other agencies of the State of Washington to be able to purchase products or services from Bidder using the MTA as the purchasing vehicle.

B. **Consolidation of Agreements between UW and Bidder** – To the extent UW and Bidder have pre-existing agreements in place, UW intends to consolidate all existing products and services under the MTA so that there is one set of consistent master terms that will apply between UW and the Bidder. This would equally apply to companies that Bidder may purchase in the future, *i.e.*, the products and services of a later company acquired by the Bidder will be rolled up and into the MTA.

C. **UW Divestitures/Restructurings** – If UW divests any part of its operations (or otherwise undertakes a restructuring such that an operating unit of UW is no longer controlled by UW), then there will need to be a transition period to allow the divested entity to continue to use the solution, and there will be a *pro-rata* allocation of fees based on an agreed to metric.

D. **UW Policies** – Compliance with UW policies and procedures, including data security and network access policies, must be ensured. UW currently is undergoing the development of a Corporate Social Policy and Social Security Number Standard, interim drafts of which may be available during the procurement process. UW expects that all of its suppliers, including the successful Bidder, will comply with the Corporate Social Policy and Social Security Number Standard once finalized.

E. **Offshore Work and/or Services** – ***UW data may not be transmitted or stored offshore***. Offshore services will be permitted only if the services are provided by a controlled affiliate of the Bidder; however, UW's preference is to have as much of the work and services performed in the continental United States in order to maintain quality and reduce risk of data breaches.

UW will provide Bidders selected to participate in Stage 2 a Key Business Terms Document that provides additional information on the commitments UW seeks with respect to the commitments in **Section 3.22**, and Bidders will be required to respond thereto. Responses to the Key Business Terms Document should be direct and clear and not indicate that the key commitment will be resolved in "future negotiations" or similar phrases indicating a deferral of the response. Failure to provide direct and complete responses may result in disqualification of Bidder.

3.23 Contract Negotiation Process and Procedures

UW will require the Contractor to enter into an agreement encompassing a number of contractual commitments not typically found in vendor form contracts. UW will evaluate candidates based on the likelihood of reaching contract terms that are fair and reasonable. The approach UW has taken toward contracting is designed to determine with which Bidder UW is most likely to reach acceptable contract terms. The rules and procedures UW will follow in negotiating the contract with Bidders are set forth in **Section 7.7** (***"UW Negotiation Procedures"***), and certification that Bidder will comply with such rules and procedures will be required as a condition of participating in this procurement.

3.23.1 Implementation Planning Study

As part of Stage 4, one or both finalists will participate in a series of structured Implementation Planning Study ("***IPS***") workshops led by UW. The purpose of the IPS workshops is to finalize key project schedules, including the Statement of Work, Joint Resource Plan, and Project Plan. The IPS is considered part of the contract negotiation process. Bidders will be responsible for their own costs and expenses related to the IPS. Additional information about the IPS is included in **Section 7.8: Implementation Planning Study**.

3.23.2 Copies of Subcontracts

As part of Stage 4, the prime Bidders will provide UW with copies of all contracts (excluding pricing) executed or proposed to be executed with their proposed subcontractors. UW will conduct a review of these contracts prior to finalizing the contract with the successful Prime Bidder to ensure the subcontracts sufficiently describe the obligations being subcontracted and that subcontracted obligations are thoroughly understood by the subcontractor. In addition, any permitted subcontract must meet the conditions of subcontracting as set forth in the Master Technology Agreement.

3.24 No Obligation to Contract

This RFP does not obligate UW to contract with any Bidder for any products or services, whether with respect to the products or services which are the subject of this RFP or otherwise.

3.25 Contract Award

See **Section 8.0** for a description of the criteria for contract award.

3.26 Inclusion of Responses in the Contract

If UW makes an award under this RFP, the winning Bidder's entire RFP Response (defined as the Bidder's complete response for Stages 1 through 4 of the procurement) will be incorporated and made part of the contract. The contract will specify the order of precedence of various components of the contract, including the precedence of the RFP Response.

Bidders cannot treat the RFP Response as a "marketing" document, as it will become part of the contractual commitment of the Bidder. Bidders' subject matter experts, technical staff, and others, as appropriate, should be involved to ensure that all responses in Bidder's RFP Response are accurate. Any disclaimer or other language contained in a Bidder response that differs from these requirements will be disregarded by UW, and may, if rejected by Bidder, result in the disqualification of Bidder.

3.27 Most Favorable Terms

Bidder should submit proposals based on the most favorable terms that the Bidder can propose, as UW reserves the right to accept Bidder's proposal in its entirety. However, a revised offer by Bidders who have successfully advanced to Stage 4 of the procurement will be allowed. UW reserves the right to negotiate the price proposed in Bidder's revised offer.

UW reserves the right, at any Stage of the procurement, to contact a Bidder for clarification of its proposal, and any such clarification by Bidder must be submitted in writing and, once submitted, will become part of Bidder's Response.

3.28 Errors and Omissions

If the Bidder discovers any discrepancy, error, or omission in this RFP or in any of the attached appendices or attachments, Bidder will notify the RFP Coordinator immediately. If UW is in agreement with the notice, a written clarification/notification will be posted on WEBS.

3.29 UW's Green Initiative

UW is a founding signatory to the American College & University Presidents' Climate Commitment (ACUPCC), and is committed to developing an institutional action plan for becoming climate neutral.

In January 2009, under the auspices of the Environmental Stewardship Advisory Committee, a Climate Action Planning Oversight Team formed to coordinate the drafting of a Climate Action Plan. Teams of faculty, students, administrative leaders, and staff across the three campuses worked together to develop the UW plan, which was submitted to ACUPCC on September 12, 2009. The plan describes preliminary strategies to be explored by UW, including UW's intent to work toward becoming climate-neutral. The UW Climate Action Plan sets out broad strategies; *i.e.*, a "Plan to Plan," that will guide UW to that goal. For more information about UW's Climate Action Plan, go to the Environmental Stewardship and Sustainability website.

UW values Bidders who hold similar levels of commitment to environmental responsibility. As part of the response to this RFP, the Bidder will submit its corporate philosophy and policies on this very important initiative.

3.30 Commitment of Funds

The University of Washington Board of Regents is the only governmental body who may legally commit UW to the expenditure of funds for a contract resulting from this RFP. No costs chargeable to the proposed contract may be incurred or encumbered by UW before receipt of a fully executed contract approved by University of Washington Board of Regents.

3.31 Electronic Payments

UW strongly prefers to use the VISA card issued by Bank of America as the primary method of payment. If Bidder currently accepts VISA credit card payments for its products and services, UW will expect that Bidder accept this method of payment for the solution, including all implementation, SaaS, hosting, support and other services. The successful Bidder will be provided a form to complete with the contract to authorize such payment method prior to contract execution.

4.0 Stage 1: Mandatory and Mission Critical Requirements

In Stage 1, Bidders must respond to both the Mandatory and Mission Critical Requirements, provide an affirmative certification of UW's Negotiation Procedures, and provide other requested information as required in this Section. Bidders must respond to the questions and requirements using Decision Director. Bidders will have a chance to submit requests for clarification prior to the opening of the Decision Director response area. UW will publish responses to requests for clarifications, issues, addenda, or other modifications to WEBS.

All Bidders will be notified of their status at the end of Stage 1. Those Bidders who are selected to participate in Stage 2 will receive the Demonstration Materials, and a Key Business Terms Document which will become part of the Stage 2 submission package.

Bidders must prepare and submit a complete response to Stage 1 to be considered for future stages of the procurement.

4.1 Stage 1 Submission Checklist

Bidders must include a submission letter for Stage 1 on company letterhead that is dated and includes the signature of a corporate officer who is authorized to bind the Bidder to its proposal. The Stage 1 submission checklist consists of the items described in **Table 6**. Items in the Stage 1 checklist must be attached in Decision Director, using the specified ID Code.

Table 6: Stage 1 Submission Checklist

ID Code	Description
S1SUBLTR	Attach your Stage 1 submission letter using ID Code S1SUBLTR. The Stage 1 submission letter must Affirm that your solution for payroll is being used by at least one current customer in the United States to process payroll for a minimum of 20,000 or more employees per pay cycle.
S1ATTACH1	Attach the completed list of customer references (as described in **Attachment B**) using ID Code S1ATTACH1. See **Section 4.3** for more information.
S1ATTACH2	Attach a completed copy of **Table 7**, which identifies the Stage 1 Components (herein defined), using ID Code S1ATTACH2. See **Section 4.4** for more information.
S1ATTACH3	Attach a signed copy of the Certification of Compliance with UW's Negotiation Procedures, as provided in **Attachment H**, to ID Code S1ATTACH3.

4.2 Bidder Designation; Responsibilities of Prime Bidders

Using Decision Director, please respond to the following questions:

ID	Request
P00001	Provide the company name of the Bidder.
P00002	Provide the contact information of the Bidder (name, address, email, and telephone number).
P00003	Provide the contact information of the person authorized to execute a contract on behalf of your company (name, title).

As described in this RFP, a Prime Bidder is an entity that is participating in the solicitation process that has taken the “prime” or the lead role in responding to UW’s RFP by bringing together a comprehensive enterprise HR/Payroll solution. The Prime Bidder is responsible to UW for meeting all obligations of the resulting contract for the full life cycle of the HR/Payroll Solution. The Prime Bidder will be contractually responsible to UW for providing and implementing the solution, hosting or SaaS services, and support and maintenance services, even if such products or services are provided by subcontractors.

4.3 Stage 1 References

In Stage 1, Bidders must provide references for the Mandatory and Mission Critical Requirements questions. Use the **Attachment B** worksheet as a template for providing information for all customer contacts. When a Mandatory or Mission Critical Requirement question asks for a reference, provide the name of the reference in the worksheet.

4.4 Stage 1 Components

In Stage 1, Bidders are required to identify the proposed solution components (by application name or software module or sub-module) to meet the following five functional requirements for:

- Payroll
- Compensation
- Benefits
- Time & leave
- Workforce planning (specifically position management and organization)

The foregoing functional areas will hereafter be referred to as the “Stage 1 Components”. The Stage 1 Components cannot be changed by Bidder in subsequent stages of the procurement.

Use **Table 7** as a template for identifying the Stage 1 Components.

Table 7: Identification of the Stage 1 Component

Stage 1 Component	Solution Name	Version Number	Company Name
Payroll (including labor distribution)			
Compensation			
Benefits			
Time & leave			
Workforce planning (specifically position management and organization)			

4.5 Mandatory Requirements

The failure of a Bidder to provide or be in compliance with any one or more of the following Mandatory requirements, or any requirement in the RFP or addenda which is called or otherwise indicated to be "Mandatory," may result in automatic disqualification from the bidding process.

In order to proceed with the RFP, Bidders must confirm that the solution and proposal meets the following three distinct requirements:

1. The proposed payroll solution is currently being used by at least one customer in the United States to process payroll for **a minimum of 20,000 employees** per pay period.
2. For Bidders that are Prime Bidders, Bidder is willing and able to take on a "prime contractor" role in the performance of the contract by taking full responsibility for the performance of all subcontractors.
3. The solution is either a hosted, commercially-available licensed software solution, or a commercially-available subscription-based, fully-managed software solution.

Using Decision Director, provide responses to the following Mandatory questions:

ID	Request
P00004	Is the solution for payroll being used by at least one current customer in the United States to process payroll for a minimum of 20,000 employees per pay period? Indicate which customer(s) in the **Attachment B** worksheet meets the 20,000 employees per pay period requirement. References will be contacted by UW for verification.
P00005	For Prime Bidders, is your company willing and able to take on the prime contractor role in the performance of the contract by taking full responsibility for the performance of all subcontractors?
P00006	Confirm that the solution proposed is either a commercially-available, licensed software solution in a hosted environment, or is a commercially-available subscription-based, fully-managed software solution.

4.6 Mission Critical Requirements

The Mission Critical Requirements set forth in this Section represent key challenges UW is experiencing or requirements unique to UW. The requirements are divided into distinct areas, each with one or more problem statements and/or questions for which responses are required. The Mission Critical Requirements are set forth in **Sections 4.6.1** through **Section 4.6.16,** and additional terms relating to Bidders responses are set forth in the paragraphs below.

4.6.1 Directions for Responding to Mission Critical Requirements

Bidders should provide clear, concise, direct, detailed, and specific responses to each element of a Mission Critical Requirement. Do not submit product brochures, white papers, customer testimonials, cut sheets, or other pre-prepared materials in response to these questions. Reference the context provided in the introduction to each Mission Critical Requirement in the description of how Bidder's solution specifically meets the unique needs or solves the described problem. Generic responses will be deemed non-responsive, and may result in the disqualification of Bidder.

Explicitly state any features or other items in the Mission Critical Requirements that Bidder cannot meet with its generally available solution. All exceptions must be set forth in Decision Director. UW will presume that unless Bidder explicitly states in its response (in Decision Director) that it cannot meet a Mission Critical Requirement, Bidder will be deemed to fully meet such Mission Critical Requirements.

4.6.2 Directions for Providing Mission Critical Requirement References

Provide contact information for key customers who are using the Mission Critical Requirements, along with the specific features or functionalities that such customer references are using. The references will be used to validate the Bidder response, including confirming the features and functionalities used to meet the Mission Critical Requirements. Enter the contact information in **Attachment B** via Decision Director. When asked for a reference, identify which customers on the list should be contacted.

4.6.3 Multiple Appointments and FLSA

Calculating overtime at UW is impacted by multiple rules, contracts, laws, and policies, including: collective bargaining unit agreements, the FLSA, the WACs, RCW, a professional staff program, community practice, Washington State's minimum wage, policy-based overtime calculations, and student employee OASI eligibility.

Issues that contribute to the complexity of accurately paying an employee include: employees with multiple appointments, employees in multiple bargaining units, employees who have more than one pay rate, employees who cross employee types, and the state-mandated requirement of a semi-monthly payroll.

Area	ID	Question
Multiple appointments, one paycheck	M00001	Describe how your solution tracks hours and determines pay for employees who work in multiple appointments, which have different pay rates and have differing pay rules including overtime eligibility, shift differentials, shift premiums, and so forth.
FLSA	M00002	Describe how your solution ensures that – at a minimum – FLSA regular, rate-based overtime amount is calculated and paid when there are multiple overtime calculations based on collective bargaining agreements, state regulations, multiple appointments, and practice, which include paid leave hours in the overtime calculation.

4.6.4 Position Management, Data & Employee Records

UW currently uses a variety of earnings types, job classification codes, and salary schedules in its compensation programs. Many are under the control of UW, but many are mandated by the applicable State or negotiated with unions. Understanding the data requirements and methods utilized by the Bidder's solution will help UW determine the extent to which the solution fits those areas UW cannot or would choose not to change.

UW's legacy payroll system was designed to pay people at a point-in-time and not to keep a long history of employee records or to manage them. In many areas UW does not have electronic employee records at all and in other areas supplemental, but often disconnected systems, have been developed or purchased to meet the needs for employee information and management. Some of those needs include mandates from the state that are unique, some needs are local processes that are unique and some needs are the result of agreements with unions.

Understanding the data that the Bidder's solution captures with its generally available solution (no custom programming or extensions), and the flexibility of adding new employee information types - including how they can be incorporated into calculations, workflows, and processes - is at the heart of determining if a solution meets UW's need to replace the supplemental systems and to fill gaps.

Area	ID	Question
Data & employee records	M00003	Describe how your solution stores employee records and provide a list of the attributes available in the solution. Identify which of those attributes are required to set up an employee record. Describe the method to define additional attributes, including any ability for user-defined fields to be included in calculations and/or workflows.

Area	ID	Question
Position management	M00004	Describe the full mechanism and data requirements for position management. Describe the required data to/from other systems – such as budget, finance, applicant tracking system (ATS) – required to enable position control in your system. Can use of position control be selected by characteristics such as employee type (*e.g.*, faculty, but not others, such as students), organization or funding source (*e.g.*, not used for positions funded by grants and contracts)? If so, please describe, including any elements that are not supported. Can position control be disabled for positions funded from specific sources, such as those funded by grants and contracts? Describe how the solution manages positions paid through non-wage based mechanisms such as stipends.

4.6.5 Tax Law (Foreign National Tax Status)

Determining tax status and calculating tax withholding at UW requires a thorough understanding of immigration status and IRS requirements for determining resident and non-resident alien status for tax purposes. Currently, there are more than 3,500 UW students, faculty, and staff from foreign countries working at U.S.-based UW locations.

Issues that contribute to the complexity of determining tax withholding and reporting include: the type of payment (*e.g.*, wages versus scholarships or fellowships); work authorization; IRS resident or non-resident alien determination; J-1 or F-1 FICA tax exemption; and the existence of an applicable tax treaty article.

Area	ID	Question
Determining tax status and withholding for resident and non-resident alien employees working in the US	M00005	Describe how your solution verifies work authorization and alerts users to expiring work authorizations.
	M00006	Describe how your solution tracks and applies J-1 and F-1 FICA tax exemptions.
	M00007	Describe how your solution tracks and produces the results of the substantial presence test. Explain your process.
IRS tax regulations and Immigration laws/regulations	M00008	Describe how tax treaties are researched and applied, and any limitations tracked and updated.

4.6.6 Organizational Structure

UW uses its financial organization as its default organizational structure. Notwithstanding, there are academic, redundant financial, and limited HR organizational structures in shadow systems that have grown to fill departmental requirements. Understanding the organizational structures and the relationships between those structures and management tools will help UW determine the scope of the migration effort at enterprise and departmental levels and to determine if a Bidder's solution meets organizational needs in areas that are currently not served, such as human resources, research and interdisciplinary programs.

Area	ID	Question
Organizational structure	M00009	Describe the organizational structures that your solution supports (such as human resources reporting, financial, user-defined, *etc.*), the relationships between them, the mechanisms for managing organizational structures, and the means for interfacing with external organizational data, such as master data.

4.6.7 Benefit Administration

UW purchases health, life, and long term disability insurance from the State of Washington Health Care Authority (HCA). It also administers a range of retirement plans, some of which are controlled by UW (defined contribution 403(b) plans) and some of which are controlled by the state (defined benefit 401(a) plans). Eligibility rules are complex, sometimes requiring projected work schedules or "average" hours in order to determine eligibility.

UW offers a variety of long term disability (LTD) insurance products to meet the specialized needs of employee types. However, they are not always selected. For example, UW faculty physicians who are also employed by UW Physicians generally do not choose the UW LTD insurance, because it is not as advantageous to the employee. UW Physicians is organized as a separate employer with its own separate, but related, benefits plan.

Area	ID	Question
Mixture of public and private providers	M00010	Describe your experience in supporting benefits administration with a mixture of public and private providers, including the ability to address complex rules which can be changed by a legislature on a routine basis; for example, HCA rules for healthcare eligibility or UW Retirement Plan 403(b).

Area	ID	Question
Multiple options for an insurance product (example: LTD) based on employee group	M00011	Describe how your solution tracks eligibility for multiple benefit products, even though not all are UW-provided benefits, and provides notice to the employee of possible conflicts between choices.

4.6.8 Faculty Management

Some faculty and professional staff are permitted to apply for professional leave every seventh year. Additionally, some faculty members are on a mandatory promotion time clock. Decisions about eligibility for both professional leave and promotion depend on appointment FTE and service timelines. Eligibility for professional leave and determination of mandatory promotion review is based upon length of service, which may be interrupted and adjusted by breaks in service and reductions of appointment FTE. Currently, these tracking systems are managed on a manual basis.

The majority of UW faculty members are on either a 9-month or a 12-month service period. UW's fiscal year and its academic calendar for faculty is July 1st – June 30th each year. The contract for 12-month faculty is also July 1st – June 30th. The contract for 9-month faculty is September 16th – June 15th. All of UW's calculations for leave, promotion, FMLA, *etc.*, are based on these dates. Nine-month faculty may be paid during the summer months (6/16-9/15) if they are engaged in faculty work or are paid by their research grants; otherwise they do not receive summer salary. Even if they are not receiving summer salary, a special leave code allows 9-month faculty to continue having benefits coverage.

Continuing faculty must have their benefits provided during the summer and be considered as "active" faculty even if they are receiving no pay during this period. Different schools and colleges at UW distinguish their academic personnel based on 9-month or 12-month appointments. This often poses a problem in the way that UW attempts to calculate FTE at the distribution or payment level, the person-based appointment level, and the position level.

Area	ID	Question
Paid Professional leaves (sabbaticals)	M00012	Describe how your solution calculates FTE and tracks eligible service credit, allowing for breaks in service and changes to FTE.
9-month vs. 12-month faculty and academic year calendar	M00013	Describe how your solution recognizes and accommodates appointments with different or varying service periods and FTE while accurately calculating leave, promotion, and FMLA over the summer months.

4.6.9 UW as a State Agency

As a state agency, UW is subject to and must comply with Washington State legislative mandates.

The HR/Payroll Solution must provide flexibility to quickly respond to and track changes resulting from legislative mandates. UW has faced the following situation: imposition of a 3% gross pay cut across some or all employment groups/state agencies; freezing of salary rates for a subset of individuals meeting specified criteria (*e.g.,* anyone paid higher than $48,000/year, non-unionized staff employees, *etc*.); and restriction of the employer's ability to pay certain types of compensation (*e.g.*, no cash or cash equivalent recognition awards) to some or all employees or employment groups; and so forth.

Area	ID	Question
State Agency	M00014	Describe how your solution accommodates mandatory and unpredictable salary restrictions requiring other changes to an employer's established compensation structure (like the situation described above). Provide specific examples of current customers who have successfully implemented such mandated changes using your solution.

4.6.10 Labor Distribution/Cost Accounting

Payroll data is used to allocate labor costs to multiple funding sources, accounts, projects, and research activities. Total sponsored research funding (grants and contracts) exceeded $1.5 billion in 2011. The combination of salaries, wages, and stipends in 2011 came to over $520 million. Currently UW's payroll system allocates labor costs and passes that information to UW's financial system, as discussed in **Section 4.6.11**. However, corrections to labor cost allocations are managed in UW's financial system.

Issues that contribute to the complexity of labor distribution include: internal distribution of salary across multiple funding sources, contracts, accounts, and projects; changes in an individual employee's distribution from pay period to pay period; requirements to keep certain costs within targeted limits; and compliance with and reporting of state and federal requirements and appropriations.

Area	ID	Question
Labor distribution and cost accounting	M00015	Describe how your solution allows labor costs to be distributed to multiple funding sources (contracts, accounts, subcontracts, and projects) at the person level by percentage of FTE or flat amount.
Labor distribution and cost accounting	M00016	Describe the process for allocating labor costs for an employee with multiple funding sources and any limitations (*i.e.,* number of funding sources).

Area	ID	Question
Labor distribution and cost accounting	M00017	Describe how labor costs may be changed each pay period at the person or project level. Describe the procedure to adjust labor costs at the person level each pay period (or other frequency).

4.6.11 Legacy Financial Systems + Budget Systems (no GL)

The HR/Payroll Solution must interface with UW's current financial, student, and budgeting systems. The financial system and the budgeting system date back to the 1970s and 1980s when the institution's operating environment was substantially less complex than it is today. UW intends to replace these systems in the future. The HR/Payroll Solution must be adaptable to working with other legacy systems, changing environments, and changing methods of representing UW's organization structures and financial accounts.

FAS records the financial transactions of UW, including payroll and benefit payments related to employment. A one-sided journal voucher is sent to the financial system each payroll cycle to transfer payroll and benefit expenditures from the payroll system to the financial system. UW budget numbers and object/account codes are tied to these payroll and benefit transactions, and are translated to the appropriate GL accounts by the financial system. The HR/Payroll Solution needs to be able to pass information to and from the legacy systems.

Area	ID	Question
Legacy financial systems	M00018	Describe how your company adapts to changing operating environments and systems.
Legacy financial systems	M00019	Describe the types of accounting structures your company has had experience with including the challenges and the solutions you have implemented in order to interface with legacy systems. Identify examples of customer legacy interfaces, which Bidder has implemented, that are comparable to UW's environment. Include these customers in **Attachment B.**

4.6.12 Enterprise Architecture Guiding Principles

UW operates separate enterprise systems to support its large functional domains: Finance, HR/Payroll, Student Administration, Research Administration, Facilities, and Advancement. Timely, secure integration between systems is critical to maintain stable and efficient operations.

UW's current administrative systems environment involves a large portfolio of application systems, some centrally managed and some distributed across campus, as illustrated in **Figure 3** and **Figure 4**.

Integration between systems is either lacking or consists primarily of point-to-point, file-based interfaces, and redundant copies of enterprise master data.

UW's desired future state, as illustrated in **Figure 5** and further defined in **Section 2.2**, is a more rational application portfolio. It relies on UW's core systems supporting service-oriented architecture (SOA) and event messaging integration patterns in an environment in which management of shared master data and metadata is external to the core systems, and information from the core systems is integrated in UW's Enterprise Data Warehouse (EDW) for cross-domain analytics. Applications are web-based and support architectural principles of eventual consistency and high availability. Information and business functions, including workflow, are secured by roles and permissions managed externally from the core systems. Achieving the desired future state results in much greater business process flexibility and adaptability; it improves information security; and it significantly improves UW's ability to resume operations after a disaster.

Area	ID	Question
Enterprise architecture guiding principles	M00020	Describe how the integration capabilities of your solution (including proposed third-party applications or software) align with UW's enterprise architecture guiding principles.
Enterprise architecture guiding principles	M00021	Describe how your solution is able to consume and expose real-time SOA business services.
Enterprise architecture guiding principles	M00022	Describe how your solution is able to publish and subscribe to events.

4.6.13 Medical Center Experience

UW Medicine consists of multiple healthcare entities. For the purposes of this RFP, UW is primarily focused on two of those entities, University of Washington Medical Center (UWMC) and Harborview Medical Center (HMC). However, it is possible that more entities will use or interface with the HR/Payroll Solution in the future. UWMC and HMC currently use HEPPS for payroll processing, Lawson for their human resources information system (HRIS), and are in the process of implementing Kronos for timekeeping and staff scheduling. They also use SumTotal for learning management and McKesson for financials.

The medical center environment is a 24 x 7 x 365 operation with many complex pay practices. Each medical center is unique in its missions and operations.

Area	ID	Question
Integration	M00023	Has your company successfully integrated your solution with Lawson HRIS, Kronos, McKesson financial systems, and SumTotal LMS product lines? If so, identify the version or versions of each such third party system to which your solution has been successfully interfaced and currently is in production. Please provide a list of current customers who have these systems integrated with your solution. Include these customers in **Attachment B**.
Complexity of multiple medical centers	M00024	Describe your experience in implementing a higher education institution with academic medical centers. Please identify these types of customers who have implemented your solution during the past three years who share this complex structure.
Complexity of multiple medical centers	M00025	Describe your experience in implementing large, non-academic affiliated medical centers and health care customers. Please identify these types of customers who have implemented your solution during the past three years. Include these customers in **Attachment B**.

4.6.14 Higher Education Experience

UW is a Carnegie-class research institution with three campuses, multiple medical centers, a global workforce, $1.5 billion in research grants, and numerous bargaining units. UW is one of the largest employers in the State of Washington and has a diverse workforce, including faculty, researchers, clinical personnel, students, and staff.

Area	ID	Question
Higher education experience	M00026	Identify your higher education customers that are currently implementing or have implemented your solution in the past three years. Which of these higher education customers are most similar to UW in terms of size and complexity? Include these customers in **Attachment B**.
Higher education experience	M00027	Identify your higher education customers that are currently implementing or have implemented your solution in the past three years. Please identify for each customer: (a) When the institution started using your solution in full production; and (b) For customers currently in the process of implementation,

Area	ID	Question
		please provide the effective date of the contract, the projected implementation date, and whether the original project timelines are being met. Include these customers in **Attachment B**.
Higher education experience	M00028	What specific features in your solution were developed to support higher education?

4.6.15 One Person, Multiple Organizational Relationships

A person may have appointments in one or more departments, or multiple appointments within a single department. The HR/Payroll Solution must support a flexible organizational structure for managing and reporting on these relationships, and be able to designate an employee's primary appointment, especially when the person has multiple affiliations of the same type.

Area	ID	Question
One person, multiple organizational relationships	M00029	Describe how your solution designates a primary appointment for an employee who has appointment relationships with multiple organizations. The relationships may be of the same or different types.
One person, multiple organizational relationships	M00030	Describe how your solution designates a primary appointment for an employee with multiple appointment relationships with the same organization. The relationships may be of the same or different types.

4.6.16 Access and Privileges

Because a person may hold multiple appointments, the HR/Payroll Solution must have the flexibility to assign access and privileges by role. For example, an employee has two positions. In the first position, she works in the Payroll Office. Her duties require campus-wide administrator access. In her second position, she manages staff for the department. In that role, she requires manager access to approve leave requests and employee timesheets.

Future appointments offer challenges, too. A future appointment provides access to UW systems and email before the appointee's start date. Flexibility is also a key requirement for managing term-based appointments, which may change as often as the academic term.

Area	ID	Question
Access and privileges	M00031	Describe how your solution permits an appointee to access UW systems and email prior to his or her official start date.
Access and privileges	M00032	Describe how your solution supports assigning multiple roles per person, such as administrator and manager, and multiple roles per title and location, such as a payroll coordinator and timekeeper assigned to a particular payroll title, such as Fiscal Specialist 1.
Access and privileges	M00033	One individual may have multiple distinct roles and each role may have some shared and some unique access privileges. For example, a faculty member also has an additional administrative appointment. In her role as an administrator, the individual has access to HR information that is not normally available to faculty. How does your solution handle access privileges when roles change? Do the privileges remain with the individual or with the role? In the previous example, of the faculty member with an administrative appointment, what happens to her administrative privileges when the administrative appointment ends?

5.0 Stage 2: Questions, Components, Detailed Requirements, and Key Business Terms

In Stage 2, Bidders will respond to functional, technical and other profile questions; respond to the Detailed Business Requirements Matrix; identify the Stage 2 Components; submit responses to the Key Business Terms Document; and rank the available slots for solution demonstrations. Bidders will respond to the questions and requirements using Decision Director. Bidders will have a chance to submit requests for clarification prior to the opening of the Decision Director response area. UW will publish responses to requests for clarifications, issues, addenda, or other modifications to WEBS.

All Bidders will be notified of their status at the end of Stage 2. Those Bidders who are selected to participate in Stage 3 will receive Demonstration Materials revisions and the following contract and project documents – Master Technology Agreement ("***MTA***"), HR/Payroll Project Agreement, and Statement of Work ("***SOW***"), and Hosting/SaaS terms and conditions.

5.1 Stage 2 Submission Checklist

Bidders must include a submission letter for Stage 2 on company letterhead that is dated and includes the signature of a corporate officer who is authorized to bind the Bidder to its proposal. In the submission letter for Stage 2, Bidders must identify in writing any features that are not currently supported and not available for the solution demonstrations.

Table 8 identifies items in the Stage 2 submission checklist. Items in Stage 2 must be attached in Decision Director, using the specified ID Code.

Table 8: Stage 2 Submission Checklist

ID Code	Description
S2SUBLTR	Attach the Stage 2 submission letter using ID Code, S2SUBLTR.
S2ATTACH1	Attach the completed Customer References list (as described in **Attachment B**) using ID Code S2ATTACH1.
S2ATTACH2	Attach the completed Subcontractors References list (as described **Attachment C**) using ID Code S2ATTACH2.
S2ATTACH3	Attach the completed Key Bidder Personnel References list (as described **Attachment D**) using ID Code S2ATTACH3.
S2ATTACH4	Attach a copy of **Table 9: Stage 2 Solution and Implementation Components** using ID Code S2ATTACH4. See **Section 5.2** for more information.

ID Code	Description
S2ATTACH5	Attach the completed Key Business Terms document using ID Code S2ATTACH5.
S2ATTACH6	Attach a copy of **Table 10** with prioritized system demonstration dates using ID Code, S2ATTACH6. See **Section 5.4** for more information.

5.2 Identify Stage 2 Components

Identify the solution and implementation Stage 2 Components. Use the format provided in **Table 9**. Attach the completed table to ID Code S2ATTACH4 in Decision Director.

If one or more subcontractors are being proposed in Stage 2, the Prime Bidder is responsible to UW for the complete definition, delivery, integration, implementation, performance and load testing, production performance, and support and maintenance of your solution, and the coordination of and satisfactory performance by all of the subcontractors.

Identify all software components required to meet the requirements which have not already been identified as Stage 1 Components. These solution components will hereafter be referred to as the "Stage 2 Components."

Table 9: Stage 2 Solution and Implementation Components

	Stage 2 Component	Solution Name	Version Number	Company Name
Solution	Employee Development			
	Workforce Planning (including Succession Planning)			
	Employee Relations			
	Staffing			
	Administering Labor Relations			
Implementation Activities	Implementation			
	integration and interfaces			
	Hosting or SaaS			
	Training			
	Support and maintenance			
	Other (identify activities)			

For any component of the solution that contains third party terms and conditions, *i.e.*, end user license agreements, *etc.*, these terms and conditions must be submitted with Bidder's response in Stage 2 using ID Code S2ATTACH4.

5.3 Directions for Providing Stage 2 References

In Stage 2, Bidders must complete the following reference worksheets and upload them with the submission letter:

- ***Attachment B – Customer References***. Add to the references previously submitted in Stage 1 to provide a minimum of ten (10) references. Reference should include university sites which are similar to UW, and have one or more large medical centers. Other references may include large government agencies, academic medical centers, health care systems, public agencies in Washington State or other large organizations, including those processing large payroll and W2 volumes. The reference list in total should cover all the solution applications or modules and should include multiple sites with the proposed deployment model (hosted or SaaS). Include the employee counts for these organizations on the worksheet. The references should also include some sites which have implemented during the last two years, and some which have a longer experience with your ongoing support and maintenance. Attach the Customer References to ID Code S2ATTACH1 in Decision Director.
- ***Attachment C – Subcontractor References***. If your proposal includes any subcontractors for software, implementation services, hosting, SaaS, disaster recovery, or other services, provide references for the subcontractor using the worksheet provided in **Attachment C**. Attach the Customer References to ID Code S2ATTACH2 in Decision Director.
- ***Attachment D – Key Bidder Personnel Reference.*** Provide references for Bidder's key proposed personnel, which personnel must include the account manager, project director and/or project manager(s), technical lead, change management lead, education/training lead, security lead, integration lead, and functional business leads. Do not provide personnel whom Bidder is not prepared to be assigned to the HR/Payroll Project, and by submitting such individuals' names and information, Bidder commits to make such individual available at the start of the HR/Payroll Project. Attach the Key Bidder Personnel references to ID Code S2ATTACH3 in Decision Director. Use the worksheet provided in **Attachment D** as a template.

The qualifications for key personnel are as follows:

- ✓ For project managers, at least five (5) years of project management experience and be certified as a project management professional (or have equivalent experience); for functional leads and mid-level project personnel, at least three years' project management experience;
- ✓ Specific experience with other customers in the implementation methodologies to be used in the project;
- ✓ Substantial experience in the university and higher education and academic medical center environment to the tasks assigned such personnel;
- ✓ Participation in on-time, on-budget, successful projects of similar size and scale in the same role and with the same responsibilities as such personnel has under the project;
- ✓ If applicable, certification in the technologies used in the project, including the specific release or version levels of software, to successfully complete the services under the project;

- ✓ At least one (1) reference from a recent project of a similar size and scale stating that such personnel consistently met expectations and fulfilled their role and responsibilities effectively; and
- ✓ Eighteen (18) months experience in installing or with the component of the solution in which such personnel is providing services.

When a functional, technical, or other question in this RFP asks for a reference, identify the name of the customer included on one of the reference worksheets.

5.4 Prioritize System Demonstration Dates

Bidders selected to participate in Stage 3 will be invited to present an on-site demonstration for up to three consecutive days (Tuesday – Thursday) at the UW Seattle campus.

UW will assign each Stage 3 finalist to one of the three available slots. Assignment of a specific slot will be made by UW. UW cannot guarantee into which timeslot Bidders will be scheduled.

Use the format of **Table 10** to indicate your date preference and attach to ID Code S2ATTACH6 in Decision Director. Date preference with 1 is your first choice and so forth. If key staff members are unavailable during a time slot, please indicate in the comments column.

Table 10: System Demonstration Date Prioritization Table

Time slot	Priority (1, 2, or 3)	Comment
Tuesday – Thursday: April 30 – May 2, 2013		
Tuesday – Thursday: May 7-9, 2013		
Tuesday – Thursday: May 14-16, 2013		

5.5 Directions for Completing the Key Business Terms Document

During Stage 2, UW will provide a Key Business Terms Document to Bidder's participating in Stage 2.

The Key Business Terms Document is a list of key business commitments UW deems important to solidify a long-term technology relationship, and will cover in more detail in **Section 3.22**. Bidders must provide its response to the Key Business Terms Document by completing and filling in the responses in that document.

Attach the completed Key Business Terms Document to ID Code S2ATTACH5 in Decision Director.

5.6 Directions for Responding to Questions

Do not submit product brochures, white papers, cut sheets, customer testimonials, or other pre-prepared materials in response to these questions.

Bidders should provide clear, concise, direct, detailed, and specific responses to each element of the Functional Capability Questions set forth in **Section 5.7**, the Technical Questions set forth in **Section 5.8**, the Bidder Profile Questions set forth in **Section 5.9**, and the Detailed Business Requirements Matrix (**Attachment A**). Do not submit white papers, brochures, product or cut sheets, or other pre-prepared materials in response to these questions. Reference the context provided in the introduction to each Functional Capability Question, Technical Question, Bidder Profile Question, and Detailed Business Requirements Matrix item in the description of how Bidder's solution specifically meets the unique needs or solves the described problem. Generic responses will be deemed non-responsive, and may result in the disqualification of Bidder.

Explicitly state any features or other items in the Functional Capability Questions, Technical Questions, Bidder Profile Questions, and Detailed Business Requirements Matrix items that Bidder cannot meet. All exceptions must be set forth in Decision Director. UW will presume that unless Bidder explicitly states in its response (in Decision Director) that it cannot meet a Functional Capability Question, Technical Question, Bidder Profile Question, and Detailed Business Requirements Matrix item, Bidder will be deemed to fully meet such Question and item.

5.7 Functional Capability Questions

Each subsection below contains questions about one of the following functional capabilities:

- **Section 5.7.1 – Cross-Functional Capabilities**
- **Section 5.7.2 – Workforce Planning Capability**
- **Section 5.7.3 – Staffing Capability**
- **Section 5.7.4 – Compensation & Benefits Capability**
- **Section 5.7.5 – Employee Relations Capability**
- **Section 5.7.6 – Employee Development**
- **Section 5.7.7 – Labor Relations Capability**
- **Section 5.7.8 – Time & Leave Capability**
- **Section 5.7.9 – Payroll Capability**

The subsections begin with a description of a functional capability and its corresponding business processes. The questions follow the business processes.

If the capabilities vary between modules or components of your solution, please clarify the differences in your response to - each answer.

5.7.1 Cross-Functional Capabilities

The questions in this Section span all business capabilities and processes.

Business Process	ID	Question
Workflow	X00001	Describe the workflow user experience of each of the following activities: adding attachments; viewing the workflow path; creating ad hoc routing; adding comments and notes; setting ticklers; and creating task lists. Describe how a user configures business rules that dictate workflow steps. Describe the workflow process, including: (a) What are the roles? (b) What is the approval process? (c) How do electronic signatures work; in particular, describe your solution's use of certificate authority, signature validation, and audit capability? (d) Does the approval process integrate with email? (e) How is data validated during entry using a form and as part of a mass data change? (f) How is the status of an approval tracked and viewed? (g) What audit trail exists for the workflow capabilities?
Document management	X00002	Describe your solution's document management functionality including; document imaging, printing/reprinting, uploading, saving/storing documents, security model, reports, and communications, generating/creating documents or templates, sending documents, version control, mark ups, and highlighting.
Audit trail	X00003	Describe your solution's audit trail functionality. Describe how the audit trail provides a complete historical log of transactions, activities, and documents, and who is allowed to see it.
Reporting and business intelligence	X00004	Describe the reporting and business intelligence (BI) functionality in your solution. Include detailed descriptions of the following functionality; data queries, standard reports, ad hoc reporting, dashboards, and metrics. Identify when the reporting/BI functionality is native to the solution, and when it is a separate module.

Business Process	ID	Question
	X00005	Describe how the solution meets the need for users to access data and create reports that they can modify for their own purposes. Attach a sample of the base set of reports.
User data	X00006	Describe the extent to which users at different levels of the organization have flexible fields available for their unique data needs. Can user defined fields be used in business rule logic, and to dictate workflow steps?
Security	X00007	Describe how roles are defined and function in your solution's access and security framework. Describe how roles can be constrained by multiple dimensions, *e.g.,* organization, department, account number/budget number, and so forth. Who has the authority to set constraints?
Search	X00008	Describe the search functionality in your solution. How would a user search for data or a transaction? Describe advanced functionality like sorting, filtering, contextual searching, fuzzy logic, and exact or like matching. What data elements are searchable?
Self service	X00009	Describe how your self-service is integrated with workflow to provide automatic and one-time reminders, routing, approvals, and notifications. Also, describe the self-service audit trail, and proxy and delegation assignment.
	X00010	Describe the information and transactions that will be available to managers and employees through Employee Self-Service and Manager Self-Service web portals.
Notes & comments	X00011	Describe how notes and comments are attached to transactions or data in your solution.

5.7.2 Workforce Planning Capability

The workforce planning business processes are:

Organization	Process to maintain an organizational structure that supports a variety of business functions such as reporting, communication, workflow and routing, tracking, and access and authorization.
Position	Process of creating and maintaining positions and their attributes, and satisfying position reporting requirements. Part of this business process is the definition of a dollar amount for each position, including salary and fringe benefits, based on FTE or salary expenditure. For classified employees, the process includes calculating the average budgeted step.
Succession	Process of identifying and developing internal personnel with the potential to fill key or critical organizational positions.

Business Process	ID	Question
Organization	F01001	Describe how organizational and position hierarchies are set-up and structured in your solution. Describe how those hierarchies are linked to hierarchies from financial systems.
Organization	F01002	Describe how your solution supports multiple unique organization structures? Describe how your solution's organizational structure could integrate the organizational structures of multiple campuses, self-sustaining units, and hospitals.
Organization	F01003	Describe how a user would move or make mass organizational updates when restructuring occurs, *i.e.*, moving hundreds of positions from one department to another.
Organization	F01004	When a person or position is split across multiple organizations, describe how the solution identifies a primary organization and/or department affiliation.
Organization	F01005	Describe how your solution maintains a history of organization changes over time. How does the solution support effective dates for changes to an organization? Describe how the user creates, modifies, moves, and “retires” or deletes an organization?

Business Process	ID	Question
Position	F01006	Describe how the solution deals with a person with multiple positions. How does the solution support a position split between multiple employees? How does the solution manage a position split across multiple departments with multiple funding sources; for example, .25 FTE state funds and .75 FTE self-sustaining?
Position	F01007	Describe the data and attributes associated with a position in your solution. Describe how your solution captures the FTE level and salary and benefit dollars allocated for a position. Describe how your solution captures retirement plan and insurance or other benefits eligibility for a position. How does your solution assign/determine a unique ID for each position?
Position	F01008	Describe how your solution supports analysis of position data. Describe how these reports can be created at different levels of the organization: (a) Projection of the new and/or unfilled position salary and benefits for the remainder of the calendar year or fiscal year (July 1 – June 30); (b) Report on positions filled, vacant funded, or unfunded; (c) Report on overtime and salary expenditures by position type, employment type/program, or other attributes; and (d) Report on positions by funding source, *e.g.*, state, grant, gift, self-sustaining, including FTEs, for each type of funding.
Position	F01009	Describe how the solution exchanges data with the finance, budget, and applicant tracking systems to assist with budgeting and expenditure management, and with budget allocations and encumbrances for positions.
Position	F01010	Describe how the solution handles recalculating encumbrances when salary actions, layoffs, and budget cuts occur.
Position	F01011	Describe how the solution accounts for positions in which actual salary rates differ from the budgeted amounts.
Position	F01012	Describe how your solution calculates accurate and consistent headcount reports? How does your solution define and calculate FTE? How do those calculations account for zero FTE, non-budgeted,

Business Process	ID	Question
		unpaid positions, and/or multiple positions in multiple organizations with multiple service periods? Can the definition vary between employee types?
Position	F01013	Describe how the solution supports management of multiple employment programs/types of positions; for example, classified staff, professional staff, faculty, graduate faculty, undergraduate student employees, graduate student employees, *etc*. How does the solution support a single individual's holding multiple positions in the same or different employment types at the same time *e.g.*, an individual employed as a classified staff nurse and as faculty in the School of Nursing?
Position	F01014	Describe how your solution supports non-wage positions, such as courtesy appointments and affiliates?
Position	F01015	Describe how your solution maintains a history of position changes over time. How does the solution support effective dates for changes to a position? How does the solution support both future and retroactive effective dates?
Position	F01016	Describe how the solution enforces approval processes around positions including creating, funding approval, hiring, deleting, *etc*. How does the solution integrate with external systems for verifications, *e.g*., budget system to verify funds availability? How does the solution support workflow and approval variations; for example, by department, major organization, or position type?
Position	F01017	Describe how your solution is able to define rules that limit what position attributes are available for selection by certain organizational units. As an example, how do you make specific job classifications only available to specific organizations?
Position	F01018	Describe how your solution captures a position attribute that is unique to UW; *e.g.*, a position that is exempt from Washington State Civil Service and the reason for the exemption.
Position	F01019	Describe how a user could create a new position whose attributes are identical to an existing position; *e.g.*, copy a position or create a position using a position template. How are position templates used

Business Process	ID	Question
		in your solution?
Position	F01020	Describe how your solution keeps track of permanent or temporary employment status.
Position	F01021	Describe what data defines the salary information for an employee in your solution (*e.g.,* Hourly, Monthly, Annual, Periodic, *etc.*) and provide descriptions of how those are used by the solution and what rules can be applied to them.
Succession	F01022	Describe how your solution allows users to create and manage succession plans for positions. What attributes are included? How are the plans linked to individuals and positions? How do they link to competencies?

5.7.3 Staffing Capability

The staffing capability encompasses the business processes for job requisitions, recruiting, and hiring applicants, bring a new employee "on board," reporting, and ending an employee's appointment. The business processes are:

Acquiring applicants	Process of tracking applicants through the stages of the recruiting process, including – but not limited to – accepting applications and resumes for an opening or requisition, interviewing, and selecting and recording the dispositioning of candidates. Acquiring applicants also includes screening and completing background checks, such as visa, affirmative action, I9, SSN, W4, *etc*.
Acquiring requisitions	Process of creating, posting and maintaining job requisitions, includes the processes to recruit employees and faculty, such as advertising, *etc*.
Reporting	Provides applicant flow and related affirmative action reporting, ad hoc reporting, and data queries regarding recruiting and selection.
Onboarding	The hiring process encompasses activities from identifying a need through hiring and being ready for the first day of work. Among the tasks included in this process are requesting and securing approval of the position and its funding; advertising the position; selecting and screening candidates; and the payroll, benefits, and training activities that place at the beginning of employment.
Separating	Process of ending an employee's appointment with UW for one of a variety of reasons and/or sub-processes, including but not limited to, voluntary resignation, retirement, layoff or reduction in force (RIF), or disciplinary dismissal. This process includes the necessary steps required for ending an appointment, processes for performing mass separations, and managing the unemployment insurance program and responding to claims and appeals.

Business Process	ID	Question
Acquiring applicants	F02001	List and describe the key functionality of your applicant tracking and recruitment management module. Is it a core part of your solution, additional purchased modules, or do you partner with other party(ies) to provide these services? If so, identify the party(ies) with whom you partner and the integration required.
Acquiring applicants	F02002	Describe the experiences Bidder has had integrating its solution with a customer's existing applicant tracking/recruitment management system, including the challenges you have encountered and the solutions you have implemented in order to successfully integrate with the existing system.

Business Process	ID	Question
Acquiring applicants	F02003	Describe how your solution prevents duplicate or multiple applicant profiles for the same individual. How does it prevent duplicate employee records? Describe how your solution consolidates or deletes duplicate profiles for the same individual. What is the audit trail?
Acquiring applicants	F02004	Describe how your solution can be configured to support the capture of applicant attributes - including whether the individual has previously worked for the State of Washington - and whether they have currently or previously participated in the state retirement plan or health insurance benefits programs.
Acquiring applicants	F02005	Describe how your solution interfaces with criminal and background check providers, and how the data is stored.
Acquiring applicants	F02006	Describe the process for capturing and storing employee information, *e.g.*, background check approval, Visa, Affirmative Action, I9, SSN, and W4. Explain any differences in handling paid employees with either annual or term appointments, *e.g.*, one quarter.
Acquiring applicants	F02007	Describe how your solution supports the flagging and sorting of applicants by user-selected attributes.
Acquiring applicants	F02008	Describe how an applicant would apply for multiple job requisitions in your solution. Describe how the solution handles applicants with multiple resumes.
Acquiring applicants	F02009	Describe the mechanism for receiving and validating resumes; for example, does your solution use a resume builder, attachments, pasted text, or receive and validate resumes in some other way?
Acquiring: requisitions	F02010	Describe how your solution supports pooled positions throughout the recruitment and hiring process.
Acquiring: requisitions	F02011	Explain how your solution supports creating and managing candidate banks.
Acquiring: requisitions	F02012	Describe how a user – for example, a Hiring Manager – can add, edit, and manage attributes of a job requisition such as description, skills, requirements, minimum qualifications.

Business Process	ID	Question
Acquiring: requisitions	F02013	Describe the workflow process for a requisition. How is it routed?
Acquiring: requisitions	F02014	Describe the process of relating a position to a job requisition in your solution. Describe any approvals, fund verification, or edits that are supported. Please provide an example.
Acquiring: requisitions	F02015	Describe how your solution supports the ability to add additional forms and links to a requisition. Please provide an example.
Acquiring: requisitions	F02016	Describe how the solution supports rehire management (of laid-off employees), including preferential referral and/or recall rights.
Applicant & requisition reporting	F02017	Describe standard reports (*e.g.*, compliance-related reports) and dashboards, which are available for reporting and tracking recruitments, requisitions, applicants, and hires. Describe how temporary agency staff and affiliates can be included or excluded from reports. Provide sample reports.
Applicant & requisition reporting	F02018	Describe the mechanism for receiving information from staffing agencies for reporting. Provide sample reports.
Onboarding	F02019	Describe how the solution supports creation of customized onboarding checklists or workflow that includes required actions that are universal as well as those that are unique to a location, department, position, or other entity.
Onboarding	F02020	Describe the process for capturing and storing employee information, *e.g.*, background check approval, Visa, Affirmative Action, I9, SSN, and W4. Explain any differences in handling paid employees with either annual or term appointments, *e.g.*, one quarter.

Business Process	ID	Question
Onboarding	F02021	Describe the process for entering new employees into the solution before their start date (even if it means entering partial information). Give examples of how entering a new employee in the solution can trigger onboarding activities; *e.g.*, access to systems or self-service module. How would these employees be distinguished in the solution and in reports?
Separation	F02022	Describe how your solution supports the transition of an individual from employee to retiree; either paid or unpaid, without severing the person's relationship with UW; *e.g.*, allowing continued access to self-service.
Separation	F02023	Describe how the solution supports creation of customized separation checklists or workflow that includes required actions that are universal as well as those that are unique to a location, department, position, or other entity.
Separation	F02024	Describe how the solution supports employers' administration and tracking of unemployment compensation claims, responses, appeals, and cost allocations.
Separation	F02025	Describe your solution's separation process including the standard separation action reasons and how they can be customized to comply with UW and State of Washington requirements.
Separation	F02026	Describe how your solution calculates and generates separation payments, *e.g.*, final payroll, annual leave, comp time, and sick leave payouts. Describe how business rules can be used to control the process; *e.g.*, payment can only occur after an audit of accrued leave or, for a given employment program, a maximum number of leave hours eligible for payment.
Separation	F02027	Describe how your solution accommodates a cyclical or term appointment; for example, the employee separates at the end of Autumn quarter and is rehired for the subsequent Autumn quarter.

5.7.4 Compensation & Benefits Capability

The compensation and benefits capability includes business processes such as benchmarking, defining, and administering salary schedules and step increases; managing earnings types and job classification codes; ensuring compliance with compensation rules; creating and maintaining compensation rules; benefits enrollment; and monitoring policies and procedures relating to benefits and benefit vendors.

The business processes within the compensation and benefits capability are:

Benchmarking	Process for matching internal job content to external jobs of similar content. Used to design employer compensation packages, benchmarking includes such activities as completing and conducting salary surveys; comparing salary levels and job classification demographics using geographic data; and determining appropriate salary rates or ranges for new positions and job offers to ensure salary is competitive and commensurate with job duties. Monitoring and developing new strategies for employee compensation are also parts of benchmarking.
Salary schedules and increases	Process of defining salary schedules and processing increases, including step adjustments based on salary schedule rules and an employee's eligibility, as well as administering other salary increases; *e.g.*, merit and in-grade increases. It also includes the process of defining and performing mass salary increase for locally defined groups of employees.
Earnings type management	Process of defining discrete subtypes of earnings including amount values, calculation rules, and tax, benefit, and reporting implications. This business process also includes establishing and applying earnings type eligibility to individual employees or groups of employees.
Job classification	Process of grouping jobs with similar duties, complexities, and preparation requirements into common job titles with the same general levels of pay. Includes defining job classifications including position descriptions, assigned salary ranges, job families or hierarchies, bargaining units, and associated EEO categories.
Compensation administration and compliance	Process of defining the compensation rules to ensure proper calculation of an employee's base salary. This process includes determination of overtime eligibility and compensation based on service – such as longevity or seniority pay – and schedule. Examples include application of labor contract or civil service compensation rules and FLSA regular rate and overtime calculation rules.
Compensation rules	Processes for creating and maintaining rules relating to compensation management; such as, periodic increment rules, earning types usage rules, job classification usage rules, and so forth.

Benefits administration	Process of defining the rules to ensure proper designation and management of employee retirement, insurance, and related benefits. Includes calculating and updating benefit rates; administering benefits continuation during periods of FMLA-covered leave and other ongoing benefits eligibility; performing non-discrimination testing for benefits; and defining benefit plans and programs including medical, dental, life, AD&D, disability, savings plans, retirement, and flexible spending accounts. This process also includes defining the different benefit programs and the plans eligible for election within each program; tracking irrevocable and other employee benefit elections; calculating benefits retroactively; administering COBRA; updating an employee's benefits based on a change in the employee's position or other criteria; and the process of enrolling employees in benefit plans including medical, dental, life, AD&D, disability, savings plans, retirement, and flexible spending accounts.
Benefits communication	Includes new employee benefits orientation and enrollment; outreach regarding benefit programs and options; annual open enrollment and event-based opportunities to make changes in benefits selections; and recurring, customized benefits program/services communications throughout the year.
Benefits vendors	Process of reviewing and monitoring of existing contracts, policies, and procedures that relate to retirement, insurance, and optional benefits programs.

Business Process	ID	Question
Benchmarking	F03001	Describe how your solution integrates or supports external salary benchmark data or internal salary practice comparisons in support of compensation program administration. How does your solution facilitate completion of compensation surveys?
Benchmarking	F03002	Describe how a user of your solution retrieves and reports on the compensation; for example, base, vacation pay, paid time off, variable pay, allowances, of a specific earnings group/category or employee type such as faculty or professional staff.
Benchmarking	F03003	Can your solution designate a primary appointment for an employee with multiple affiliations of the same type? If so, describe.
Salary schedules & increases	F03004	Describe how mass updates for activities such as annual bonuses, lump sum payments, and salary increases are handled by your solution. Some mass updates, such as labor contract implementations, require unique tailoring to identify and properly update the affected populations. Describe how your solution is able

Business Process	ID	Question
		to show the budgetary impact of a mass salary increase or lump sum payment prospectively and retroactively. How does your solution calculate the impact by funding source as well as the impact on salary and benefit funding?
Salary Schedules & Increases	F03005	Describe any internal or external tools – such as Excel upload or a sandbox – that support mass updates. Also describe how they develop salary increase scenarios.
Salary Schedules & Increases	F03006	Describe how your solution handles both individual and group retroactive adjustments on salary actions. Is it an automated or manual process? How is retroactivity handled when it crosses multiple pay periods?
Salary schedules & increases	F03007	UW uses multiple flexible compensation structures to accommodate the various ways in which people can be paid, including compensation structures that are negotiated or legislated. For each of the items listed below, state if the functionality does or does not exist in your solution and describe how your solution supports the functionality: (a) Pay schedules (tables) with regular % between steps and regular step movement (*i.e.*, from step A to step B annually); (b) Pay schedules (tables) with irregular % and either no step movement or varied step movement (*i.e.*, from step A to B after six months and then annually thereafter); (c) Pay schedules that have some automatic movement between steps followed by only manual movement between steps; (d) Pay ranges that have "hard" minimums and maximums; (e) Pay ranges that have "hard" minimums and "soft" maximums; (f) Pay schedules that are half regular step increases and half open range; (g) Pay ranges that include pay bands within them; and (h) Broad band pay ranges or narrow pay ranges.

Business Process	ID	Question
Salary schedules & increases	F03008	Are there any limits on the numbers or size of compensation schedules/pay tables supported by the solution? Describe how your solution supports different schedules based on bargaining unit, employment program, or other criteria.
Salary schedules & increases	F03009	Describe how your solution records and tracks assignment of steps and movement (both manual and automatic) between steps on a salary range.
Salary schedules & increases	F03010	Describe how your solution does merit, promotion, and in-grade salary increases including changes to the funding for benefits associated with the salary increases. Explain how your solution can be configured or rule-driven to calculate salary increases. Can the calculation be done as a percentage or flat rate? Can you establish minimum and maximum ranges?
Salary schedules & increases	F03011	Describe how your solution allows effective dating (past and future) for retroactive and future pay, salary schedules, and salary increases.
Salary schedules & increases	F03012	Describe how a user would view historical salary adjustment data, such as promotion and merit increase data, for a single person.
Salary schedules & increases	F03013	Describe how your solution uses a salary increase (pool) dollar amount that an organization - for example, all UW, UW IT, School of Medicine - has been authorized to allocate across its positions or to a category of its positions (such as faculty or professional staff). Describe how the solution tracks and reports how those dollars are distributed.
Salary schedules & increases	F03014	Describe how your solution routes preliminary salary increase scenarios for review and approval by various levels within UW, such as department, Dean, or VP/Provost levels? Can the routing be varied depending on the position type?
Earnings Type management	F03015	Describe how earnings classifications (earning types) work in your solution. Describe how your solution handles business rules about earning type availability and calculation by job classification, employee type, location, bargaining agreement, time of day, job/task, supervisor approval, FLSA overtime eligibility, and so forth.

Business Process	ID	Question
Earnings Type management	F03016	Describe how your solution controls whether earning types are included in FLSA regular rate calculation.
Earnings Type management	F03017	Describe how your solution calculates earnings based on $/hour, %/hourly rate, %/base salary, flat amount, variable flat amount, and units earned.
Earnings Type management	F03018	In the context of calculating FLSA regular rate, describe how your solution supports lump sum incentive pay and apply it across multiple pay periods that represent the incentive period in which the lump sum payment was earned.
Earnings Type management	F03019	Describe how your solution recalculates compensation and overtime owed when it is based on retroactive changes to other premium pay (such as weekend, certification, longevity, *etc.*), hours worked, and/or salary rate and made.
Earnings Type management	F03020	Describe how your solution calculates an FLSA regular rate for employees with multiple rates of pay and premiums. Provide a description of your methodology and an example.
Earnings Type management	F03021	Describe how your application handles tracking compensation that is paid by an outside institution to a UW employee; for example, an employee is paid directly by an entity outside UW.
Job classification	F03022	Describe your solution's job classification framework (including classification descriptions, salary ranges, hierarchical classification relationships, FLSA assessment for overtime exemption, and EEO categories). What is the required relationship between a job classification and a position? How does the solution maintain a history of job classification coding with future effective dates?
Administration & compliance	F03023	Describe how compensation rules are created in your solution to ensure the proper calculation of an employee's wages. For example, how does your solution handle the following requirements: (a) The ability to include or exclude specific payment types (*e.g.*, all paid leave, or vacation only, or sick leave only, etc.) in calculating overtime payments, based on applicable business rules and labor

Business Process	ID	Question
		contract provisions; and (b) The ability to calculate salary owed based on designated percentage of time and full time salary rate. Provide illustrations that demonstrate how your solution calculates the FLSA regular rate for an overtime covered employee.
Administration & compliance	F03024	Describe how your solution designates FLSA overtime status (exempt/non-exempt) by person, position, and job classification title including FLSA-duties-basis for overtime exemptions, *e.g.*, administrative, executive, professional, computing, and so forth.
Administration & compliance	F03025	Describe how your solution supports the use of a variety of job content evaluation methods, such as point-factor systems or whole job ranking.
Administration & compliance	F03026	Describe how salary ranges are assigned to job classification codes, job classification titles, and job classification grades. How does your solution relate job classification codes, titles, and grades to positions?
Administration & compliance	F03027	How does your solution calculate minimum, median, and maximum salary ranges for job classification codes, job classification titles, and job classification grades?
Administration & compliance	F03028	Describe how your solution supports/enforces overtime eligibility for positions that, while exempt based on duties, are covered due to their weekly salary rates' falling below a specified minimum value.
Administration & compliance	F03029	Describe how your solution can require that an employee receive a salary rate at least equal to the salary range minimum based on the assigned job classification.
Compensation rules	F03030	Describe how your solution calculates overtime rate based on locally defined rules or negotiated contract provisions; for example, inclusion/exclusion of non-worked time such as vacation, sick, and/or holiday hours?

Business Process	ID	Question
Compensation rules	F03031	Describe how your solution calculates the FLSA regular rate based on actual worked hours and total eligible compensation. How does your solution compare overtime owed based on the FLSA regular rate to the overtime owed based on the negotiated overtime rate and pay overtime on whichever rate is higher?
Benefits administration	F03032	Provide an overview of your solution's Benefits Administration functionality.
Benefits administration	F03033	Describe how your solution supports benefits impact of employee life event changes, such as a birth, death, marriage, or divorce, throughout the plan year.
Benefits administration	F03034	Describe how the solution handles pending enrollments and approval/denial decisions for Evidence of Insurability, such as for life insurance. What elements of the enrollment process do you recommend be handled by UW versus insurance carriers?
Benefits administration	F03035	Describe how your solution manages online enrollment into a defined contribution retirement plan, including selection of contribution rate options and fund selection. How does it support enrollment into a health savings account and life insurance? For the life insurance, include coverage which is fixed as well as coverage tied to a formula based on annual income with limited, includable earning types.
Benefits administration	F03036	Describe how your solution supports and reconciles premium and eligibility reporting and carrier payments. Specify capabilities related to retroactive adjustments.
Benefits administration	F03037	Describe your solution's capabilities for billing employees on approved leave with variable employer contribution levels and employee costs based on leave type, salary level, union status, and so forth.
Benefits administration	F03038	Describe your solution's historical record of an employee's benefit selections and changes.
Benefits	F03039	Describe your solution's ability to record a separated or retired

Business Process	ID	Question
Administration		employee's selection of benefit options.
Benefits administration	F03040	Describe the process to establish a new benefit plan in your solution including determining eligibility, tracking eligibility dates, identifying vendors, and providing support for deductions and vendor payments.
Benefits administration	F03041	How does your solution handle identification of eligibility for retirement plan enrollment, including the following components employee type (faculty, professional, *etc.*); job classification; position number (include consideration of prior incumbent's eligibility); FTE; and length of appointment?
Benefits administration	F03042	Describe how the solution handles qualified domestic partner healthcare benefits, including any tax implications.
Benefits administration	F03043	How does your solution manage employee retirement plan enrollment on a position-by-position basis; *.e.g.*, an employee may have one position eligible and another position not eligible?
Benefits administration	F03044	Describe how your solution handles effective dating a benefit. How does your solution derive the effective date of a benefit such as the first actual work day, beginning of current month, and beginning of next month?
Benefits administration	F03045	Explain the process for calculating arrears deductions and refunds for retroactive benefits changes.
Benefits administration	F03046	Describe your solution's ability to hold, track, and retrieve benefits and dependent verification documents.
Benefits administration	F03047	Describe your solution's ability to collect and retain election tracking and notifications, such as retirement plan election. Can elections and notifications be viewed using self-service?
Benefits administration	F03048	Describe how receivables are handled for employees on leave or separated. If an automated collection of arrears from a current employee is in process, how does your solution support its being suspended on a temporary basis?

Business Process	ID	Question
Benefits communication	F03049	Describe any customer service inquiry/response management functionality that exists in your solution: including the ability to receive and store email communications; log phone calls; send automated email replies; queue emails for response; and provide answers to FAQs.
Benefits communication	F03050	What customer-focused knowledge base is available with your solution?
Benefits communication	F03051	What functionality does your solution have to store and display employee correspondence?
Benefits communication	F03052	Describe what confirmations are generated and sent to the employee to confirm enrollment. What confirmations are generated and sent to the employee for pending coverage requiring underwriting?

5.7.5 Employee Relations Capability

The employee relations capability includes the following business processes.

Performance evaluation and reviews	Process of consulting with managers regarding setting goals and coaching for improved employee performance. This includes storing the performance record, tracking due dates for performance reviews and monitoring the manager's completion and employee's receipt of the completed review.
Recognition	Process for an employee recognition program including tracking employee eligibility, years of service, vendor relations, award inventory, options, and selections by employees.
Corrective action	Process of consulting with managers regarding performance issues and recording and monitoring disciplinary actions consistent with the applicable employment program.
Disability accommodation	Processes for submitting, processing, and tracking requests for accommodation services, advice and resources such as interpreter services, disabled parking, or transportation requests, or facilities modifications. Disability accommodation also includes arranging and documenting what accommodations were provided such as job modifications, issuance of assistive equipment, and so forth.
Health & safety hazards	Process for tracking and reporting hazards.
Health & safety incidents	Process for tracking and reporting incidents in the workplace.
Violence prevention	Process of training, tracking, reporting, and preventing workplace violence.
Workers' compensation	Process of tracking workers' compensation incidents and claims, tracking an employee on workers' compensation leave, and integrating workers compensation leave with overall leave management.
Employee communication	Process of informing employees about HR programs, services, benefits, employment policies, and the organizational mission and goals.
Work history	Process of recording and storing all activities that affect faculty and staff,

activities	such as personnel actions, salary adjustments, training, awards, honors, and so forth.
Faculty tenure	Process of tracking faculty-related data, such as tenure, tenure track, course evaluations, and promotion review and monitoring.
Faculty promotion	Process of monitoring for tenure-track and non-tenure-track faculty.
Faculty biography	Process of recording and storing faculty biographic information.
Faculty management	Process of recording and tracking faculty specific information including – but not limited to – Faculty Senate activities, rank, student assessments, salary increases, teaching load, and so forth.
Employment actions	Processes that support events that occur while being an employee, such as job reclassification, transfer, distribution change, retention events, status changes, appointment changes, reappointments, and so forth.

Business Process	ID	Question
Performance evaluation and review	F04001	Describe your solution's performance review functionality. Identify any differences in basic and advanced functionality.
Performance evaluation and review	F04002	Describe how your solution accommodates different types of performance reviews and processes; for example, self-evaluation, team evaluation, peer evaluation, faculty evaluation, and 360-reviews. Describe how your solution supports different templates and completion processes for different types of employees, *e.g.*, different processes and templates for professional staff vs. faculty.
Performance evaluation and review	F04003	Provide examples of reports/scorecards to support analysis of performance ratings, trends, and variations by organization, department, project work teams, supervisor, employee demographics, *etc*.
Recognition	F04004	Describe how the solution supports managing employee recognition programs, *e.g.*, central and/or unit-defined programs, including setting eligibility rules, tracking eligibility dates, and award selections by individuals.
Corrective	F04005	Describe, and if possible provide examples of a view and/or report

Business Process	ID	Question
action		from your solution of corrective action and performance appraisal history by a variety of selection criteria including by employee, organization, employee demographics, *etc*. How long is performance history retained? Is the length of the retention period configurable?
Corrective action	F04006	Describe the process to construct a performance improvement plan that is separate from but aligned with the employee performance evaluation tool.
Corrective action	F04007	Describe your solution's capabilities for recording and monitoring corrective actions for employees by employment program, department, bargaining unit, or other attribute.
Corrective action	F04008	Describe which roles in your solution can access performance information.
Disability accommodation	F04009	Describe how the solution enables submittal, tracking, fulfillment, and reporting of requests for disability accommodation, including submittal of associated information from the employee's health care provider.
Health & safety hazards	F04010	Describe how to establish a standard list of potential hazards by position, and how to add additional potential hazards to any position. In addition, describe how each hazard generates or triggers 'recommended' or 'required' safety training.
Health & safety Incidents	F04011	Describe the process for tracking and reporting incidents. What is the standard data that is captured in incident reporting? What data can the solution record about involved parties?
Violence prevention	F04012	Describe the process for recording and tracking reports of workplace violence incidents or related concerns. What does the solution track about the costs associated with the incidents?
Violence prevention	F04013	Describe how your solution accommodates changes to an individual’s identity (e.g., identity changes by crime victims in order to avoid detection, gender identity changes, etc.), including reconciliation of prior records to preserve confidentiality

Business Process	ID	Question
Violence prevention	F04014	Describe how your solution links with other UW systems – such as UWIT, Student Enrollment, Academic Records, etc. – when an individual's identity information is changed (e.g., identity changes by crime victims in order to avoid detection, gender identity changes, etc.).
Violence prevention	F04015	Describe how your system identifies individuals who are authorized to access and or make changes to information regarding the change of an individual's identity (e.g., identity changes by crime victims in order to avoid detection, gender identity changes, etc.).
Workers' compensation	F04016	Describe any experience you have integrating your solution with the Washington State Department of Labor & Industries (L&I) systems or other state L&I systems to exchange workers compensation and workplace safety data.
Employee communications	F04017	Describe how the solution facilitates mass communications with select groups of employees; for example, email to faculty. Please include all techniques and details about how employees are selected and the communication generated.
Employee communications	F04018	Describe how the solution provides or integrates with providers of emergency notification functions, *e.g.*, a campus alert.
Employee communications	F04019	Describe the mechanism your solution uses to capture employee feedback, confirmation of receipt of communications, and so forth.
Work history activities	F04020	Describe how the solution allows the master record about an employee or a person to link to a full record of their employment (positions, promotions, projects, committees, *etc*.) and employment-related activities (training, awards, certifications, *etc*.)
Work history activities	F04021	Describe how dates are captured in employee records including customer-defined dates, *e.g.*, original date of employment, original date of temporary employment, rehire date 1, rehire date 2, effective dates.
Work history activities	F04022	Describe how the solution records and tracks faculty-related data, including biographic information, tenure clock, promotions, and

Business Process	ID	Question
		faculty specific information.
Work history activities	F04023	Describe how your solution tracks timelines for faculty mandatory promotion/tenure review.
Work history activities	F04024	Describe how the solution records, tracks, and reports administrative titles; for example, payroll title, working title, and the primary faculty appointment such as department chair or dean.
Faculty management	F04025	The ability to calculate institutional base salary (IBS) is federally mandated for grants and contracts. Describe the solution's ability to calculate and record the IBS that represents compensation paid by UW for an employee's appointment, whether that individual's time is spent on research, instruction, administration, service, or clinical activity.
Faculty management	F04026	Describe how your solution handles statutory pay limits, which change on an annual basis, for faculty and staff on professional leave.
Employment actions	F04027	Describe the process for transferring employees within the institution; such as transferring from one department to another, including the effect on their position, funding source, and what approval processes can be implemented. Does this need to be done centrally or can the changes be submitted by departments?
Employment actions	F04028	Describe the differences between the mass salary change process and temporary salary change process, including the reason for supplement and begin/end dates for administrative, temporary, and endowed salary supplements.
Employment actions	F04029	Describe how your solution supports requests, approvals, and data on outside professional work for compensation. How does your solution handle submitting and reporting on the annual summary of public and professional activities? Identify anything in this process that your solution does not support.
Employment actions	F04030	Describe what actions your solution initiates when there is a change in FTE%, *e.g.*, employee drops to 50% FTE or goes from 50%

Business Process	ID	Question
		to 100% FTE.
Employment actions	F04031	Describe how your solution supports various types of non-primary appointments; such as endowed appointments, administrative appointments, joint appointments, and adjunct appointments.
Employment actions	F04032	Describe the employment actions that your solution tracks. Are they user configurable? Describe their tie to the employee and the position.

5.7.6 Employee Development

Employee development includes the following business processes:

Educating	Process of maintaining a training and development system, including creating and managing courses and schedules for training throughout UW and Medical Centers and tracking external classes for which employees are eligible. Also includes billing and accepting payment for educating services.
Training	Process of tracking employee training and skills. This includes tracking enrollment in courses, course completion, and tracking costs and administering notifications.
Competencies	Process of tracking and maintaining training and competency needs by employee and position.
Certification	Process of tracking mandatory and compliance-related training by job classification code, department, and so forth; for example, new employee training, yearly asbestos training, and safety training for certain groups of employees.

Business Process	ID	Question
Certification	F05001	Describe how your HR solution functionality manages and tracks employee training and certifications including data collection and workflows.
Certification	F05002	Describe how your solution provides reporting and notification of training requirements and certification expirations/renewal requirements to employees, managers and administrative staff.

5.7.7 Labor Relations Capability

The labor relations topics include administering contracts and rules; bargaining unit maintenance; recording and tracking grievances; and labor reporting.

Contract management	Process that supports labor contract proposal analysis, scenario building, and decision support for negotiations.
Rule management	Process of maintaining and managing all article provisions related to the full range of collective bargaining agreements.
Bargaining unit maintenance	Process of defining new and revised bargaining units and assigning and tracking an employee's affiliation with a bargaining unit.
Grievance administration	Process of recording and tracking grievances, including stages and responses, by a variety of attributes, such as organization, issue, bargaining unit and job classification. This business process also includes facilitating grievance resolution, reporting, and analysis; and processes that support dispute resolution for employment-related issues between bargaining unit employees and UW.
Labor reporting	Process of regular reporting to unions and governance organizations, *e.g.*, PERC, regarding the composition and detail of bargaining unit membership. This business process also includes ad hoc reporting and data query regarding bargaining unit composition and activities for planning and development of labor relation strategy.

Business Process	ID	Question
Contract management	F06001	Describe your solution's ability to store data about labor contracts and associated negotiations; including – but not limited to – general contract information, key contract dates, Memos of Understanding (MOU), meeting minutes and discussion notes about related clauses, agreement data and arbitration decisions.
Contract management	F06002	Describe the process for incorporating new labor contract requirements into your solution.
Rule management	F06003	Describe how your solution facilitates managing business rules within the solution related to union contracts.
Bargaining Unit maintenance	F06004	Describe how your solution defines bargaining units (and store related data) as well as tracks an employee's affiliation with a

Business Process	ID	Question
		bargaining unit.
Grievance administration	F06005	Describe how your solution records grievances and tracks the status of grievances through their lifecycle. This includes the ability to store grievance information such as name of grievant, work address, payroll title, department name, collective bargaining unit designation, resolution status, and so forth.
Labor reporting	F06006	Describe and, if possible, provide a sample of a report listing employees by department with grievance activity by status, *e.g.*, open, resolved, withdrawn.
Labor reporting	F06007	Describe how your solution stores data and generates reports on persons who are required to join a bargaining unit after a threshold is triggered.

5.7.8 Time & Leave Capability

Time & Leave processing includes the following business processes:

Time collection and leave rules	Process of creating and maintaining work schedules, time rules, leave eligibility, leave accrual, leave usage rules, and leave schedules.
Timekeeping	Process of managing work schedules, recording and assigning time to appropriate categories of work or leave, and approving and adjusting time.
Administering leave	Process of managing the leave eligibility rules of various employment programs and labor agreements; assigning leave accrual schedule to individual positions, as well as the process for employees to request and managers/staff to review and approve or deny employee requests for leave. Administering leave also includes processes for accruing and adjusting employee leave instances and balances, such as inter-state agency leave-balance transfers, organizational leave liability amounts, and the effects of leave on tenure, salary step, and leave accrual rates; faculty voting; tracking and documenting employee leave eligibility and usage (such as FMLA, military leave, sick leave, annual leave, *etc*.); employee leave communications and so forth.
Time & leave self-service	Includes self-service for employees, managers, and other roles.
Time & leave reporting	Includes regular and ad hoc reporting and data query regarding time and leave.

Business Process	ID	Question
Time collection and leave rules	F07001	Describe how a work schedule is created. How many work schedules can there be in the solution? How are changes to a work schedule handled? How do schedules handle 24/7 work? How are work schedules assigned?
Time collection and leave rules	F07002	Describe how your solution prevents an employee from taking leave before it is earned. Describe how your solution prevents an employee from taking leave before they are eligible.
Time collection and leave rules	F07003	Describe how your solution supports compliance with the Fair Labor Standards Act. Include information about overtime calculations, blended rates for employees with multiple positions and retro pay calculations.

Business Process	ID	Question
Time collection and leave rules	F07004	How does your solution manage multiple leave accrual rules based on years of service, employee type, part-time employment, anniversary date, and bargaining units, including the impact of leave without pay hours?
Time collection and leave rules	F07005	Describe how your solution enables the employer to administer unique leave accrual and usage rules: (a) Employees accrue sick and vacation leave at month end based on work status, year/months of service, and hours worked. Leave credits *do not* accrue by pay period. (b) Depending on leave type, bargaining unit rules, etc., accrued leave may not be able to be used until either the first of the following month, or until a set period of service, *e.g.*, six months of employment, has been completed. (c) The system applies employer business rules to control employees' eligibility to use accrued leave based on a leave type, length of service, employment type, *etc*. (d) Leave accrual calculations may be a consistent amount or may be prorated by FTE, depending on leave type, employment type, *etc*. (e) Hours or days of leave without pay within a calendar month or, if uninterrupted, over the course of two successive months may impact leave accrual eligibility and/or salary increment month calculations.
Time collection and leave rules	F07006	Based on your current customers, what is the average number of leave types and reasons used? How many leave types and leave reasons can your solution support?
Time collection and leave rules	F07007	Do you have customers that transfer the equivalent of a sick leave payout balance to an outside entity, *e.g.*, trust? If so, explain.
Time collection and leave rules	F07008	Can hours and pay types entered on timesheets be automatically uploaded to process payroll? Explain how this is handled if an employee has multiple appointments and/or distributions.

Business Process	ID	Question
Time collection and leave rules	F07009	Describe the solution's ability to change the beginning point of an employee's work week and to calculate overtime based on the old and new work week, paying the highest overtime earned.
Time collection and leave rules	F07010	Describe how your solution ensures that an employee will have only one work week start day and time, no matter how many positions the employee holds.
Time collection and leave rules	F07011	Describe how your solution updates leave accrual rates and leave balances that are based on retroactive changes to an employee's position; for example, change from one employee group's leave plan to another. What happens to an employee's compensatory time balance if the retroactive change makes the employee ineligible for such time?
Time collection and leave rules	F07012	Describe the rates that your solution allows by employee type, *e.g.*, Exempt - Hourly and Annualized only or Exempt Hourly, Monthly, and Annualized.
Time collection and leave rules	F07013	Describe how your solution pays actual time for monthly salaried appointments. Describe how your solution applies rules based on hours of leave without pay for individuals who are paid/enter actual time only.
Timekeeping	F07014	Are all hours coded to an earnings type? Explain and provide an example.
Timekeeping	F07015	Describe how your solution supports an employee taking holiday leave at a time other than the holiday; for example, working the regularly scheduled work day, which falls on the holiday and taking the holiday leave day at another time.
Timekeeping	F07016	Describe how your solution calculates pay shift premiums based on the actual times worked; for example, the 6 PM to 3 AM shift has multiple shift premium levels. Can your solution be configured to allow premiums to be applied to entire shift when the majority of time is in shift work hours; for example, seven out of eight hours qualify for shift premium, so pay all eight hours at shift premium?

Business Process	ID	Question
Timekeeping	F07017	Describe how your solution tracks shared leave usage and the hourly and per day remaining eligibility. How does the solution adjust the tracking when an employee's FTE changes during the usage period; for example, changes from full time to halftime or vice versa?
Administering leave	F07018	Describe how your solution tracks usage of an employee's FMLA leave hours entitlement and remaining eligibility (per day and hourly). Describe how the solution adjusts the tracking when an employee's FTE changes during the eligibility period; for example, changes from full-time to half-time or vice versa?
Administering leave	F07019	Describe how your solution records and maintains an audit trail of corrections to a timesheet to match hours paid; for example, an employee enters hours worked on his/her timesheet, leaves early and forgets to correct the timesheet. The supervisor approves the time/payment and the error is not discovered until the next period.
Administering leave	F07020	Describe how your solution determines eligibility for professional leave based on service credit, job classification code, and previous professional leave for faculty and professional staff. How does your solution track an employee's previous, current, and pending professional leave?
Time & Leave self-service	F07021	Describe how your solution monitors and notifies employees and managers about leave balance events such as: potential loss of hours (*i.e.*, exceeding the maximum carry-forward hours based on an employee's anniversary date), FMLA limits and the correct use of sick, vacation, and personal holiday hours.
Time & Leave self-service	F07022	Describe how your solution can be configured to support the payment of compensatory time paid at retirement based on either the average regular rate received by the employee during the last three years of employment; or the final regular rate received by the employee, whichever is higher?
Time & Leave self-service	F07023	Describe how the solution keeps leave information up-to-date. Describe how employees and managers can view available leave time. How does the HR/Payroll Solution allow employees and managers to plan for future leave requests?

Business Process	ID	Question
Time & Leave self-service	F07024	Describe how your solution processes updates to leave requests and schedule changes, *i.e.*, manager approval/disapproval, notes, revisions. Can the solution be configured to send out email notification of the action?
Time & Leave reporting	F07025	Describe the reporting capabilities for time collection; for example, can reports be run for hours worked by account number, funding source, job classification code, and/or contract?
Time & Leave reporting	F07026	Describe how your solution supports tracking and monitoring of temporary hourly paid employees accumulated hours of work, worked over a period of time. Can rules be set to send notifications when an employee reaches a certain limit of hours worked in the temporary hourly assignments; *e.g.*, at 350 hours, 700 hours, and so forth?
Time & Leave reporting	F07027	Work study limits the hours a student can work in a week. Describe how your solution tracks and reports hours for student employees who are in a work-study program.
Time & Leave reporting	F07028	Describe whether your solution can track the obligation fulfillment for the return of a person on leave and send notifications if the person does not return for the commensurate period of time. Can your solution calculate the repayment amount if one is due?

5.7.9 Payroll Capability

The payroll capability includes following business processes:

Collect payroll activity	Process to collect all time, adjustment, employee deduction, and employer contribution transactions that should be processed during the pay cycle. Transactions may have been supplied via electronic feeds or input for processing.
Calculate payroll	Processes to define pay periods and payment schedules and calculate gross pay, employee deductions, employer contributions, and net pay by uniformly applying one or more rule sets. Calculations must comply with all federal, state, and local laws, and all collective bargaining agreement provisions.
Record payroll activity	Process to maintain accounting period balances for earnings, employee deductions, employer contributions, hour and dollar balance adjustments, and hours worked as defined by one or more rule sets. Keeps a record of all payment activity for a single payment.
Remit payment	Process for direct deposits, checks, vendor payment, off-cycle payments, pay cards, and reprints.
Verify payroll	Process of reviewing the aggregate earnings, deductions, and contributions for reasonableness and completeness; and ensuring each current gross payment meets the expected outcome for the payee.
Finance interface	Process of sending encumbrance, accruals, salary and wage expenditure, payroll deductions, and staff benefits expenditure from each payroll to the financial system. This process provides an official financial record of salary and wage encumbrances and related expenditures.
Labor distribution	Process of entering and maintaining labor distribution data for earnings. It also includes distributing all earnings, deductions, and taxes to the appropriate funding sources.
Overpayment processing	Process to collect money when employees are paid for hours that they did not work or are paid at an incorrect rate.
Involuntary deductions	Processes for defining types of garnishments, including disposable earnings and calculation rules. This process also includes enrolling employees in garnishments, tracking payments, and removing the employee when the garnishment has been resolved.
Payroll tax processing	Process of defining federal, state, and local taxes, including calculation rules and limits. It includes the process of setting up an employee's tax record and the reconciliation and remittance of federal, state, and local payroll taxes.

Monitor employment eligibility	Process for monitoring an employee’s identity and authorization to work in the United States. This process applies to both U.S. citizens and non-U.S. citizens. It includes verifying that non-resident aliens hold an active, valid visa as well as processes for I-9, eVerify, monitoring visa information and verifying Social Security numbers.
Off-cycle payments	Process to create off-cycle ("manual") checks for individuals in circumstances such as underpayments, emergency checks, and replacement checks.
Payroll self-service	Self-service for employees, managers, and other roles.
General reporting	Processing of information and reports for payroll reporting, including the creation of payroll reports necessary for validating the payroll, ad hoc reports, vendor files, quarterly reports, and so forth.
Year-end reporting	Processing of information and reports for year-end, including the production of employee forms such as W-2s, 1099-R, 1042S and other IRS reporting; and collection and posting of miscellaneous amounts, such as fringe benefits, for year-end reporting.

Business Process	ID	Question
Collect payroll activity	F08001	Describe what methods of time collection are possible within your solution. Describe how employee transactions can be collected from more than one source (*i.e.,* self-service, electronic feed, *etc.*)?
Collect payroll activity	F08002	Describe whether your solution can import and export data to/from various locations in a generally available file format (such as .xls, .xlsx, .csv, .txt.)? How can data be downloaded from the application into a file format, report, or other application?
Collect payroll activity	F08003	Describe how your solution applies the overtime rules, such as FLSA rules, when calculating retroactive payments based on changes to an employee’s position.
Calculate payroll	F08004	Describe how your solution calculates salaried and hourly pay, including pay for employees with multiple appointments, pay rates, and premium payments.
Calculate payroll	F08005	Describe how your solution calculates pay differentials, such as longevity pay for campus police officers.

Business Process	ID	Question
Calculate payroll	F08006	Describe how your solution calculates employee deductions and employer contributions. Describe the mechanism for configuring the priority of deductions, reductions, and contributions, including any flexibility that is available, such as setting priority by Social Security, federal tax, and involuntary deductions.
Calculate payroll	F08007	Describe how your solution calculates voluntary deductions. Describe all the methods that can be used. What does your solution use to calculate percentage, *i.e.*, base pay or total pay including overtime/premiums, deductions? How does the solution support deductions - at a flat rate or specific amount?
Calculate payroll	F08008	Describe how your solution calculates deductions based on varying sums such as gross pay, disposable gross, and labor distributions. Does your solution have set requirements for calculating the deductions for different systems? With a variety of labor contracts at UW, deductions can be different based on the earnings type and/or the job classification code.
Calculate payroll	F08009	Describe whether the solution can recognize if the earnings are from positions represented by different unions and calculate union dues based on the correct earnings associated with each union. Describe your calculation.
Calculate payroll	F08010	Describe how your solution calculates retroactive payments. Will the solution adjust overtime pay? How are payments and adjustments reflected in the solution?
Record payroll activity	F08011	What limitations are there (if any) on the number of earnings type codes and deduction codes? Explain any limitations and how earnings type codes and deduction codes are established.
Remit payment	F08012	What methods does your solution support for remit payments? Do you support pay cards? Does your solution provide advice slips for employee payments and if so, can this be optional at the employee level?
Verify payroll	F08013	Describe the tools included in your solution to support payroll audits. Describe, and if possible supply copies of, reports that

Business Process	ID	Question
		may be used to support a payroll audit.
Finance Interface	F08014	Describe your experience interfacing with General Ledgers (GL) in a separate finance system. What challenges does a multiple GL environment pose for your solution?
Labor distribution	F08015	Describe how your solution tracks labor costs by project. Provide an example of how that information can be transmitted to a financial system.
Labor distribution	F08016	Describe whether the labor distribution information is maintained in the employee record or the time record in your solution. Describe how your solution allows multiple labor distributions for an employee. How are labor distributions corrected retroactively?
Overpayment processing	F08017	Describe how repayment of overpayments is handled in your solution. Include information about any options for repayment on a future check, installments on future checks, cash repayment, or authorized reduction-of-leave balances.
Overpayment processing	F08018	Describe how your solution tracks installments and net repayments of overpayments. How is this reflected on a W2C if the payments cross tax years?
Involuntary deductions	F08019	Describe how your solution calculates and pays all types of involuntary deductions based on: flat amounts, percentages, disposable income percentages; and graduated percentages based on different base levels and guaranteed net. How does your solution handle payment when the deductions are greater than the gross pay?
Involuntary deductions	F08020	Describe how your solution maintains multiple concurrent involuntary deductions (*i.e.,* garnishment processing rules with a priority sequence for processing.)
Payroll tax processing	F08021	Describe your solution's capabilities to process payroll for employees on international assignments, including foreign tax withholding.

Business Process	ID	Question
Payroll tax processing	F08022	Describe how deductions can be calculated based on employee type, earnings type, student status, job location, and tax status.
Payroll tax processing	F08023	Describe how your solution determines whether an employee is a resident or non-resident alien for tax purposes.
Payroll tax processing	F08024	Describe whether your solution produces the necessary tax treaty articles for submission with the IRS Form 8233. Please explain.
Payroll tax processing	F08025	Describe whether your solution can use data from an external source, such as the Student Information System, to determine a student's tax status. If yes, describe the process.
Payroll tax processing	F08026	Describe whether your solution manages and reports on multiple federal tax identification numbers for a single client. Can it produce W2 forms for each entity?
Payroll year-end reporting	F08027	Describe your tax filing and reporting services for year-end reporting and throughout the year, *e.g.*, W-2s, 1099-R, 1042S, and other Internal Revenue Service (IRS) reporting. Does your solution support government and vendor configuration for reporting? Does it meet reporting deadlines? Is there any flexibility? Please explain. Can employees access and print their tax forms through employee self-service?
Monitor employment eligibility	F08028	Describe your solution's capabilities for handling federally required employment eligibility verification (*e.g.*, E-Verify) based on the status of an employee as supported by federal contracts.
Monitor employment eligibility	F08029	Prior to being paid in any given pay cycle, describe whether your solution verifies that non-resident aliens hold an active, valid visa.
Off -cycle payments	F08030	Describe the process for handling prior period adjustments, including the turnaround time to pay employees with missed pay/unreported hours. Can checks be printed locally?
Off -cycle	F08031	Describe the method for off-cycle payments. When scheduled, do they automatically post to the earnings record so that deductions

Business Process	ID	Question
payments		and taxes will be correct for the next pay cycle? How can automatic deductions and taxes be manually overridden on off-cycle payments?
Payroll self-service	F08032	Can employees enroll in bargaining units and sign up for dues deduction through Employee Self Service?

5.8 Technical Questions

Each of the following four subsections contains a series of questions aimed at understanding the technical capabilities of the Bidders' solution.

If the capabilities vary between modules or components of your solution, please clarify the differences in your response to each question.

The technical questions are divided into four capabilities:

Section 5.8.1 – **System Architecture Capability**

Section 5.8.2 – **Integration Capability**

Section 5.8.3 – **Security Capability**

Section 5.8.4 – **Service Management Capability**

5.8.1 System Architecture Capability

Questions in this category address system architecture from various perspectives: overall architecture, application architecture, information architecture, and technology architecture.

Area	ID	Question
Architecture Overview	T01001	UW requires the logical and physical architecture of your solution (including third-party modules or packages) to be consistent with UW's enterprise architecture vision and guiding principles, as described in **Section 2.2.2**. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Architecture Overview	T01002	Describe the logical and physical architecture of your solution and provide a reference architecture diagram and description. At a minimum, the architecture description should address the following items: hardware, software, network, and infrastructure requirements; data layer; application layer; presentation layer; and service oriented architecture (SOA) approach. Describe how it is n-tier. Describe how it supports loose-coupling and separation of concerns. Clarify dependencies between modules or components including middleware.

Area	ID	Question
Architecture Overview	T01003	UW realizes the significance of rapid and pervasive changes in technology and how this may impact your solution and approach. Provide an overview of your near and long-term technical vision for your solution, including any architectural changes you expect to make in the next three to five years. Describe the impacts these changes will have in support of your solution's alignment with UW's enterprise architecture vision. Describe the impacts these changes will have on the skill-set necessary on the part of the UW staff supporting these changes.
Architecture Overview	T01004	Provide examples of the most significant elements of your architecture that differentiate your product from your competitors with regards to alignment with UW's enterprise architecture vision.
Application Architecture	T01005	*Licensed software solutions only*: The solution must be written in a commercially available software development language which is still being enhanced and supported by the supplier. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Application Architecture	T01006	Identify and describe the development languages utilized by the solution.
Application Architecture	T01007	Describe the open, industry-wide standards to which your solution conforms and how it does so in order to promote consistency and interoperability.
Application Architecture	T01008	UW enterprise applications must adhere to Section 508 of the Rehabilitation Act. Web-based applications must also adhere to the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG) 2.0 (see http://www.w3.org/TR/wcag20). In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.

Area	ID	Question
Application Architecture	T01009	Describe how and for which client platforms (OS, browsers, mobile devices) your solution adheres to Section 508 of the Rehabilitation Act (http://www.section508.gov) and the W3C Web Content Accessibility Guidelines 2.0 (http://www.w3.org/TR/wcag20). Describe your methodology for adapting your products to comply with revised accessibility requirements. For those portions of your solution that are currently out of compliance with either Section 508 or WCAG 2.0, describe your current recommended workarounds and your plans for achieving compliance.
Application Architecture	T01010	UW expects business rules to be configurable by business analysts and exposed for execution by external applications and processes. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Application Architecture	T01011	Describe how your solution handles business rules. Explain how the rules are maintained and expressed, such as in natural language. Describe the skill set required to maintain business rules. Describe the rules engine and any available mechanisms (API, web services) for execution of rules by external applications and processes. Explain how the rules are stored (code, database, and so forth).
Information Architecture	T01012	UW's enterprise systems must support open and well-documented data definitions and models such as HR-XML. Does your solution support the HR-XML data model? In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Information Architecture	T01013	Describe the solution's security-related metadata and how it is used by the solution.
Information Architecture	T01014	Describe the metadata stored in the solution. Describe how the solution identifies, displays, and communicates metadata in an open, accessible form.

Area	ID	Question
Information Architecture	T01015	The solution must support integration with external Master Data Management Systems. Master data at UW includes (but is not limited to) organization structure and financial accounts. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Information Architecture	T01016	Describe how the solution exchanges, accesses, and/or consumes master data with the enterprise. (Examples of UW master data include organization structure and financial accounts.)
Information Architecture	T01017	The solution must be able to pass information in a standards-based, non-proprietary fashion to UW's data integration platform and Enterprise Data Warehouse. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Information Architecture	T01018	Describe your product's approach, functionality, and offerings relating to an Operational Data Store (ODS) including metadata management and exposure and documentation of ETL logic.
Technology Architecture	T01019	UW's administrative systems run in a heterogeneous environment, with an extremely diverse and globally-distributed end-user population. UW expects all solutions to be web browser-based and to be fully functional across a wide variety of currently supported web browsers on all standard platforms with standard plug-ins. Standard browsers at UW include Internet Explorer 8 and 9, Firefox 11 and 12, current version of Chrome, and Safari 5 and 6 (Macintosh platform). In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Technology Architecture	T01020	Describe any client hardware platform or operating system requirements or limitations. If the requirements for central office or

Area	ID	Question
		special-purpose users are different from distributed or self-service users, describe.
Technology Architecture	T01021	Describe the process and timeline through which you validate application functionality with new browser versions and client OS releases. Provide the dates on which you certified your solution for use with: (a) Internet Explorer 8 (b) Internet Explorer 9 (c) Firefox 11 (d) Firefox 12 (e) Chrome 20 (f) Safari 5 (Macintosh platform). (g) Safari 6 (Macintosh platform).
Technology Architecture	T01022	To promote ease of use, UW requires a common look and feel across all functional components of the solution. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Technology Architecture	T01023	UW requires the solution to provide separate environments for production, user training, evaluation, sandbox, and development and efficient mechanisms for propagating customizations and configuration changes between environments. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Technology Architecture	T01024	See **Appendix G** for a diagram of the proposed network connectivity between the primary and backup data centers hosting the HR/Payroll solution and UW's primary and remote data centers. To ensure reliable and responsive network connectivity between the primary and backup data centers hosting the HR/Payroll solution and the UW's campus network, UW requires the remote hosts to be

Area	ID	Question
		connected to the Internet through redundant routers with multiple high-bandwidth circuits on physically diverse paths and points of entry into the data center. In addition, these circuits from each data center must be provisioned over separate Internet Service Providers to ensure high availability. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Technology Architecture	T01025	Describe capabilities, methodology, and the required provisioning infrastructure to support separate development, evaluation, user training, and production environments.
Technology Architecture	T01026	Describe your recommended set of environments for an institution of our size and complexity.

5.8.2 Integration Capability

Questions in this category address integration issues as they apply to interfaces, application integration, workflow, reporting, business intelligence (BI), and UW's Enterprise Data Warehouse (EDW).

Area	ID	Question
Interface	T02001	UW requires the solution to conform to UW's SOA integration architecture including the ability to consume and expose real-time business web services. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Interface	T02002	Describe how your solution consumes real-time data from other systems, including data conversion and transfer.
Interface	T02003	UW requires the solution to conform to UW's SOA integration architecture including the ability to publish and subscribe to events. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Interface	T02004	Describe how your solution exposes system data in real-time to external applications.
Application Integration	T02005	UW delivers personalized content through its enterprise Portal, MyUW, as described at http://myuw.washington.edu/spec/myuwArchSysDesc.html. Is your solution able to provide personalized content to UW's portal? In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.

Area	ID	Question
Application Integration	T02006	Describe your preferred methodology for integrating your solution with MyUW.
Application Integration	T02007	At UW, information and business processes cross domains. The application portfolio is diverse. UW's enterprise applications must support enterprise application integration, event driven architecture, SOA web services, extract-transform-load, and custom point-to-point interface mechanisms. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Application Integration	T02008	Describe the application integration styles your solution supports.
Application Integration	T02009	Describe the granularity of your SOA web services and their relationship to business capabilities.
Application Integration	T02010	Describe your solution's methodology for creating new interfaces including SOA web services, events, and point-to-point interfaces.
Application Integration	T02011	Describe how your solution integrates with existing master data managed externally, such as organization structure, to determine hierarchy and relationships.
Application Integration	T02012	Describe your standard interfaces to vendor products (*e.g.*, to financial systems) and to external agencies (*e.g.*, banks, state, federal agencies). For those interfaces that must be custom developed, describe your role in developing these interfaces and the skill sets required by UW staff to create and maintain the interfaces.
Workflow	T02013	The solution must support UW's SOA approach to workflow, *either* through the ability to configure web services and event messaging to utilize an external workflow engine, *or* through an internal workflow module that integrates seamlessly with UW's role-based access and authentication infrastructure. In your response, please choose one of the following:

Area	ID	Question
		(a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Workflow	T02014	Describe the solution's approach to workflow. Describe how the workflow solution interacts with external identity-management systems and access control systems.
Workflow	T02015	Describe how the workflow solution is configured and administered and the skill set needed by staff performing these functions.
Workflow	T02016	Workflow must be capable of using externally-mastered organization structure information to enable hierarchical routing based on organization. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Workflow	T02017	The workflow solution must support Event Driven Architecture and Service Oriented Architecture for integration of HR/Payroll workflows with other systems and external workflow engines. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Workflow	T02018	Describe how the solution's workflow solution interoperates with other workflow solutions, including the ability to interact with other workflows, both reacting to and participating in external workflows and triggering additional workflows that may be managed outside the solution. Describe how the solution's workflow solution supports EDA and SOA.
Document Management	T02019	The solution must be capable of SOA-based integration with UW's enterprise document management system (EDMS), with the ability to scan or upload documents into the EDMS and link EDMS-stored documents to transactions. In your response, please choose one of

Area	ID	Question
		the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Reporting, BI, Enterprise Data Warehouse	T02020	The solution must support standards-based, non-proprietary data delivery to UW's data integration platform and enterprise data warehouse based on MS SQL Server. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Reporting, BI, Enterprise Data Warehouse	T02021	Describe your standard mechanisms for integrating with external enterprise operational reporting and business intelligence tools and how the solution provides data in a standard, non-proprietary format. What tools do you support?

5.8.3 Security Capability

Questions in this category address technology infrastructure, authentication, authorization, and identify management.

Area	ID	Question
Technology Infrastructure	T03001	The ability of UW to rely on the administrative systems and the data therein begins with assurance that the transactions are being performed by authorized individuals and that the data are protected from unauthorized access and modification. UW's core administrative systems contain a considerable amount of confidential information and compliance with federal, state, and institutional data security mandates is critical. Institutional Information Security policies include Administrative Policy Statement (APS) 2.2 University Privacy Policy, APS 2.4 Information Security and Privacy Roles, Responsibilities, and Definitions, APS 2.5 Information Security and Privacy Incident Management Policy, and APS 2.6 Information Security Controls and Operational Practices, are available at http://www.washington.edu/admin/rules/policies/APS/TOC00.html. Social Security Number Standard and Information Security and Operational Standard are available at http://passcouncil.washington.edu/psg/. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Technology Infrastructure	T03002	What is your application security approach? How do you protect against common web application security vulnerabilities such as XSS, XSRF, SQL injection, *etc.*? Does the application incorporate specific defenses against application-level attacks?
Technology Infrastructure	T03003	Has the application been tested for adherence to OWASP best practices for web application security? If yes, describe how and when the testing was performed and how often it is repeated.
Technology	T03004	How frequently is your solution subjected to ethical hacking and/or security review by outside security vulnerability testing

Area	ID	Question
Infrastructure		organizations? Describe how the results of these reviews are made available to your client community?
Technology Infrastructure	T03005	Describe the physical storage environment for UW data across all environments (production, development, testing, training, backups *etc.*).
Technology Infrastructure	T03006	To control risk of confidential data breach, UW will not permit confidential HR/Payroll data to be transmitted or reside outside the United States. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Technology Infrastructure	T03007	Describe your approach to SOA web services security.
Authentication, Authorization, Identity Management	T03008	The solution must use a role-based authorization model, with the ability to control access at both the function/process level and data item level. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Authentication, Authorization, Identity Management	T03009	Describe your solution's user authorization/security model. Are spans-of-control supported? Describe how roles are managed in the solution.
Authentication, Authorization, Identity Management	T03010	The solution must be capable of consuming authorizations from UW's authorization and role management system, ASTRA. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.

Area	ID	Question
Authentication, Authorization, Identity Management	T03011	Describe the solution's mechanism for interacting with an external authorization system. Is the solution able to rely on an external role-based authorization system to provide user authorization and role membership via web services at run-time?
Authentication, Authorization, Identity Management	T03012	The solution must be capable of utilizing UW's federated Shibboleth-based single-sign-on identity management system for authentication (http://shibboleth.internet2.edu). In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Authentication, Authorization, Identity Management	T03013	The solution must provide a mechanism for selectively requiring step-up two-factor authentication for selected business functions. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Authentication, Authorization, Identity Management	T03014	Describe your solution's capabilities or limitations for selectively requiring two-factor authentication for selected business functions.

5.8.4 Service Management Capability

Questions in the Service Management category address solution system operations, technical system administration, availability, business continuity, configuration, product lifecycle, and technical support, to enable the UW's core administrative systems to be reliable and responsive, and operate efficiently.

Area	ID	Question
Business Continuity	T04001	HR/Payroll operations are a critical business function. The solution must support UW's HR/Payroll Recovery Time Objective ("***RTO***") of 8 hours and Recovery Point Objective ("***RPO***") of 15 minutes and must support business resumption testing. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Business Continuity	T04002	Describe how your solution architecture supports UW's business continuity requirements. Include data centers, networking, servers, DBMS configuration, storage, and other architectural considerations. *Attach a copy of your disaster recovery and business continuity plan and your two (2) most recent SSAE Type II or SAS 70 Type II audit reports (and that of a subcontractor if a subcontractor is proposed to provide hosting or SaaS services and/or disaster recovery services).*
Business Continuity	T04003	As part of its business continuity plan, UW requires backup data centers to be located at least 100 miles from primary data centers, and in separate meteorological and geologic zones. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Configuration	T04004	To enable cost-effective upgrades and reduce support risk, UW intends to limit the amount of customization (code changes) of the solution components. To the extent possible, specialized UW business needs should be implemented through software configuration, not customization. In your response, please

Area	ID	Question
		choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Configuration	T04005	Describe how the configurability of your solution allows for support of specialized UW business needs with minimal custom software development.
System Operations	T04006	UW's IT organization is committed to ITIL methodology and practices, and expects a similar commitment from its vendors and partners. In your response, please choose one of the following: (a) Bidder fully meets this requirement. Describe. (b) Bidder partially meets this requirement. Explain. (c) Bidder does not meet this requirement. Explain.
System Operations	T04007	UW's IT environment is comprised of platforms and systems from many vendors. UW requires its vendors and partners to cooperate with each other to ensure stable operation. In your response, please choose one of the following: (a) Bidder fully meets this requirement. Describe. (b) Bidder partially meets this requirement. Explain. (c) Bidder does not meet this requirement. Explain.
System Operations	T04008	To ensure reliable and responsive enterprise applications, UW requires the solution to integrate in real time with UW's operations monitoring and notification platform through standard messaging protocols. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
System Operations	T04009	Describe the solution's monitoring and notification capabilities: What is monitored; and configurability of alerts and notifications via pagers, text messages, cell phones, email, and publishing

Area	ID	Question
		events to external monitoring tools. What monitoring is provided by the Bidder as part of routine operations support?
Product Lifecycle	T04010	In order for UW to remain on current supported releases, the system architecture of the solution must support stable and routine installation of system upgrades. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Product Lifecycle	T04011	What is the timeframe for support of prior versions?
Product Lifecycle	T04012	UW requires advance notification of features included in upcoming releases. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Product Lifecycle	T04013	As part of its commitment to continuous service improvement, UW requires the Bidder to work with UW on an annual basis to identify opportunities for improving UW's utilization of the solution, at no additional cost. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Product Lifecycle	T04014	Attach a copy of the latest planned feature list with planned release dates.
Product Lifecycle	T04015	Describe your approach for quality assurance of technical components of the solution, including the development of customizations and extensions. Summarize the criteria and metrics you use to measure quality of technical components.

Area	ID	Question
Availability	T04016	Identify the tools, methodology, and processes through which the Bidder measures application performance and availability for purposes of verifying adherence to service level agreements.
Availability	T04017	UW requires the solution to meet a service level of 99.9% availability and be architected appropriately for that level of service. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Availability	T04018	UW requires the solution to meet a service level of end-to-end response time for standard transactions of two (2) seconds or less, and be architected appropriately for that level of service. In your response, please choose one of the following: (a) The solution fully meets this requirement. Describe. (b) The solution partially meets this requirement. Explain. (c) The solution does not meet this requirement. Explain.
Availability	T04019	HR/Payroll operations are a critical business function. The solution must be reliable, minimize downtime and be responsive to user communities. For Bidder's customers operating out of the data center proposed in Bidder's response, please provide the following information relative to the solution – if specific data is not available for the solution, then Bidder should provide the information for all products or services provided out of such data center: (a) The total number of customers serviced out of the data center for years 2011, 2010 and 2009; (b) The average annual application uptime for 2011, 2010 and 2009; (c) The average monthly scheduled downtime for 2011, 2010 and 2009; (d) The number of downtime events other than the regularly scheduled downtime events for 2011, 2010 and 2009, and a description of the reasons for the non-scheduled downtime

Area	ID	Question
		events, i.e., emergency security patches, etc. (e) The average response time for standard or simple transactions; (f) The number of university customers who have their response times measured for 2011, 2010 and 2009; (g) The average response times for customers for 2011, 2010 and 2009 – Bidder should break down this response between simple or standard transactions, and complex or time-intensive transactions; (h) The tools and/or utilities used to measure response times; (i) Describe whether the measurement tool measured synthetic transactions or real time transactions – if synthetic transactions, describe how Bidder quarantines such synthetic data from the production system; and (j) Identify any response time problems that have occurred over the past 3 years with respect to the solution, the source of those problems (i.e., customer facing, solution-based or other issues), and the time it took Bidder to remediate the problem.

5.9 Bidder Profile Questions

Bidder profile questions cover the following areas:

- **Section 5.9.1 Bidder Profile and Stability**
- **Section 5.9.2 Relevant Experience and Focus**
- **Section 5.9.3 References**
- **Section 5.9.4 Strategy**
- **Section 5.9.5 Ongoing Support and Maintenance**
- **Section 5.9.6 Implementation**

5.9.1 Bidder Profile and Stability

Questions in this category provide general information about the Bidder. ***For Prime Bidders, provide answers for the questions in this Section for any subcontractors.***

Area	ID	Question
Bidder Profile and Stability	B01001	Provide your company's Federal Employer Tax Identification, DUNS number, and the Washington Uniform Business Identification (UBI) number issued by the State of Washington Department of Revenue. If your company does not have a UBI number, your company must state that it will become licensed in Washington within thirty (30) calendar days of being selected as the Apparent Successful Bidder.
Bidder Profile and Stability	B01002	Describe your company's business model and history. Include: (a) Parent company, if applicable (b) Number of employees (c) Location of corporate headquarters; location of US headquarters if different (d) How long the company has been in business (e) Other important information about the company ownership or history, such as significant mergers, acquisitions, and/or partnerships
Bidder Profile and Stability	B01003	Briefly describe your history providing the scope of services covered in this RFP. When was the current version of the payroll solution released? When was the current version of the HR

Area	ID	Question
		solution released?
Bidder Profile and Stability	B01004	Please provide a copy of your annual financial reports for the last three fiscal years. If your company is publicly-traded, a link to the relevant 10-K or equivalent is acceptable.
Bidder Profile and Stability	B01005	Identify any current or former State of Washington employees employed or on the firm's governing board as of the date of proposal. Include their position and responsibilities within the Bidder's organization. UW will use this information to determine if any conflict of interest exists that may disqualify your company from consideration for the award of a contract.
Bidder Profile and Stability	B01006	Are there any current or pending claims or litigation against the Bidder? Bidder's response can be limited to any material litigation against Bidder, except for any claims or litigation by or against a college, university, and/or medical center, all of which litigation shall be disclosed to UW. If so, please summarize. Referencing or citing to SEC or other publicly available filings will not be acceptable. Do any subcontractors named in this proposal have any material current or pending litigation against them? If so, identify the subcontractor and summarize the current or pending litigation. Referencing or citing to SEC or other publicly available filings will not be acceptable.

5.9.2 Relevant Experience and Focus

Questions in this category explore the Bidder's experience and focus. ***For Prime Bidders, provide answers for the questions in this Section for any subcontractors.***

Area	ID	Question
Relevant Experience and Focus	B02001	From the list of customer references in **Attachment B**, name your largest installed *hosted/SaaS* site with your version of the solution. If your largest installed customer uses a different deployment model, please provide their name and the deployment model.
Relevant Experience and Focus	B02002	From the list of customer references in **Attachment B**, identify your largest HR/Payroll customers in Washington State.
Relevant Experience and Focus	B02003	From the list of customer references in **Attachment B**, identify which health care/medical center customers, who are using the HR/Payroll Solution, are most similar to UW Medicine in terms of size and complexity.
Relevant Experience and Focus	B02004	How many higher education customers in the U.S. are currently in production using your payroll solution?
Relevant Experience and Focus	B02005	How many higher education customers in the U.S. are currently in production using your HR solution?
Relevant Experience and Focus	B02006	How many medical center/hospital customers in the U.S. are currently in production using your payroll solution?
Relevant Experience and Focus	B02007	How many medical center/hospital customers in the U.S. are currently in production using your HR solution?
Relevant Experience and Focus	B02008	From the list of customer references in **Attachment B**, identify your largest HR/Payroll customers in the public sector for whom payroll is processed and for whom HR processes are administered.

Area	ID	Question
Relevant Experience and Focus	B02009	What percentage of your current installations of the solution use the following deployment models: (a) On-premise (b) Hosted (c) SaaS/outsource
Relevant Experience and Focus	B02010	If your current installations are primarily on-premise, describe your commitment to and experience with SaaS or hosted deployment models. From the list of customer references in **Attachment B**, identify those customers most similar to the UW in size and complexity who are using a SaaS or hosted deployment model.
Relevant Experience and Focus	B02011	Describe any competitive advantages relating to the solution that distinguish you in the HR/Payroll services field.
Relevant Experience and Focus	B02012	Please identify the short- and long-term benefits that UW will realize by using your solution.
Relevant Experience and Focus	B02013	If awarded the contract with UW, where would UW fall in the demographics of your customer base in terms of size, number of active employees, size of payroll, and overall revenue?

5.9.3 References

References will be used to validate qualifications and experience.

Area	ID	Question
References	B03001	For each subcontractor identified in Stage 1 (**Table 7**) or Stage 2 (**Table 9**), provide the requested reference material in **Attachment C** worksheet.
References	B03002	For each key team member identified in B06047, complete the reference information requested in **Attachment D**.

5.9.4 Strategy

Questions in this area explore the Bidder's strategy. ***For Prime Bidders, provide answers for the questions in this Section for any subcontractors.***

Area	ID	Question
Strategy	B04001	Please share your plans for additional functionality in the HR/Payroll products, including any new capabilities to support higher education and medical center/hospitals. In what ways do your product vision and roadmap align with UW's Roadmap for Administrative Systems and Information Management?
Strategy	B04002	Describe the role your company takes in contributing to technical standards creation, adoption, and evolution. Describe how your company is engaged in leadership and development in your industry.
Strategy	B04003	What is your commitment to keeping your HR/Payroll product compliant with the regulatory requirements in Washington State? How do you track upcoming changes? What potential changes are you currently tracking? What were the most recent changes and when were they implemented?
Strategy	B04004	How important are the HR/Payroll product and service lines to your company? What revenue was generated by these products and services in the last fiscal year? What percentage of your company's revenue comes from HR/Payroll? Do you anticipate

Area	ID	Question
		that the HR/Payroll products and services will be more important or less important to your company's financial performance and strength over the next five years?
Strategy	B04005	What percentage of your company's revenue is re-invested in R&D?
Strategy	B04006	What percentage of your company's revenue from HR/Payroll products and services is re-invested in R&D in HR/Payroll product development?
Strategy	B04007	In what ways do your vision and roadmap align with UW's Roadmap for Administrative Systems and Information Management?
Strategy	B04008	In what ways do you expect UW to influence the future direction of your product in terms of functionality or technology?

5.9.5 Ongoing Support and Maintenance

Questions in this area explore ongoing support and maintenance topics. ***For Prime Bidders, provide answers for the questions in this Section for any subcontractors.***

Area	ID	Question
Ongoing Support and Maintenance	B05001	Please describe your customer support process - for example: (a) Options for reporting and resolving incidents, issues, and questions (toll-free numbers, online requests, chat, remote dial-in, bulletin boards, on-site support, *etc*.) (b) Hours of support (in Pacific time) (c) For Prime Bidders, do you have a single point of contact for customer support for all the components of the solution? (d) Are any of your customer support personnel located offshore? If so, where are they located?
Ongoing Support and Maintenance	B05002	Detail any program(s) that your company has in place to guarantee overall quality for the services that your company provides.
Ongoing Support and Maintenance	B05003	Describe how your company measures satisfaction with services provided and the metrics, which will be used to measure the quality of the products or services supplied to UW. Include a sample metric. Do you have current customers to whom you have provided service guarantees in this area? If so, identify them in the list of references in **Attachment B** or **Attachment C**.
Ongoing Support and Maintenance	B05004	Please provide a description of the formal procedure your company has for dealing with customer issues, including software/solution issues, service issues, and feature requests. Do you guarantee callback response time as a part of your standard support? What is the typical turnaround time (from report to solution availability) for mission-critical defects? For non-mission-critical defects? Provide examples. Your description should include guaranteed response times, escalation process, *etc*.

Area	ID	Question
Ongoing Support and Maintenance	B05005	Do you have a program to keep your customers abreast of higher education or medical center/hospital industry issues and specific program enhancements? Describe.
Ongoing Support and Maintenance	B05006	Describe your track record of continuous improvement, including recent innovations that have lowered costs or improved service for your customers. Your response should include specific examples.
Ongoing Support and Maintenance	B05007	Under your proposed services solution, describe UW responsibilities for managing and testing both major upgrades and minor updates. Describe your approach to product life cycle management, including typical release cycles and schedules for major revisions, minor releases, and bug patches. What is the timeframe for support of prior versions? Based on your experience with customers of similar size and complexity as UW, summarize the estimated number of UW staff/hours needed to support upgrades/updates, by type of staff.
Ongoing Support and Maintenance	B05008	Identify and describe any work or services that are proposed to be provided offshore at or after Go-Live (Production), including: (a) Where such work and/or services are proposed to be performed. (b) The percentage of the work that is proposed to be performed offshore. (c) Are the offshore work and/or services proposed to be performed by an affiliate of the Bidder? If so, please identify whether the affiliate is a wholly owned subsidiary of Bidder or some other relationship. If other than a wholly owned subsidiary, please explain the ownership arrangement with the affiliate.

5.9.6 Implementation

To mitigate risk and meet the established implementation timeline, UW intends to select a Bidder with a proven track record and approach for implementing the chosen HR/Payroll Solution. UW wants to understand Bidder's proposed approach, including the resources that Bidder will bring to the implementation and those that the Bidder requires UW to provide.

Area	ID	Question
Implementation Approach	B06001	UW has established a goal of fully implementing all the features and functionality referenced in this RFP in a three (3) year period. Describe the approach you recommend for implementing your solution. In your response, include your approach to meeting the three year timeline and alternative timelines that accelerate timing and/or mitigate implementation risk.
Implementation Approach	B06002	In addition to providing information on the solution components, Bidders must provide a complete, full and unedited or redacted copy of Bidder's implementation methodology. Bidder must also provide its recommendation on the deployment strategy for UW, including which solution modules must precede the implementation of other solution modules and, given the UW institution, a strategy for initial deployment and rollout, or a "big bang" deployment, in either case, Bidder must articulate the rationale as to why the deployment strategy is appropriate for UW. Bidder should not assume that its implementation methodology will be suited for the HR/Payroll Project, and should identify any areas where the methodology may need to be adjusted to fit the HR/Payroll Project and institutional needs. Note, that a summary description (even if detailed but not the actual implementation document itself) and/or references to Bidder's "standard" methodology without a thoughtful explanation of why such methodology is suitable for the specific UW environment will be considered by UW as a marketing response, and not responsive to this requirement.
Implementation Approach	B06003	Provide a clearly delineated implementation plan with milestones and descriptions of each critical step for a UW-wide implementation of your solutions over a three-year period. The timeline must include the following information and identify any module dependencies needed for an incremental implementation of the following activities:

Area	ID	Question
		(a) Project management (b) Quality management (c) Organizational change management and communication (d) Planning and fit gap (e) Design (f) Build, configuration and validation (g) Data conversion and migration (h) Interfaces, extensions and reports (i) Education and Training (j) Testing (k) Business redesign and change management (l) Cutover and go-live support (m) Transition to operational support for UW staff (n) Transition to Bidder's support operations (o) Transition to hosting or SaaS operational support (p) Stabilization Post Go-Live (q) Optimization Post Go-Live
Implementation Approach	B06004	What is the typical requirement for customer resources during similarly sized implementation processes?
Implementation Approach	B06005	What are your procedures and philosophy for proactively escalating implementation concerns and risks to UW sponsors?

Area	ID	Question
Implementation Approach	B06006	What information in addition to this RFP will you need to plan and execute a successful implementation?
Implementation Approach	B06007	Identify and describe any implementation work or services that are proposed to be provided offshore, including: (a) Where such work and/or services are proposed to be performed. (b) The percentage of the work that is proposed to be performed offshore. (c) Are the offshore work and/or services proposed to be performed by an affiliate of the Bidder? If so, please identify whether the affiliate is a wholly owned subsidiary of Bidder or some other relationship. If other than a wholly owned subsidiary, please explain the ownership arrangement with the affiliate.
Project Management	B06008	Describe your services and approach relating to project management. What are you recommending in your services proposal?
Project Management	B06009	Describe the key roles and responsibilities associated with the project management implementation activity. Identify any assumptions about the UW roles and responsibilities in this area.
Planning and Fit Gap	B06010	Describe your services and approach relating to planning and fit-gap analysis. What are you recommending in your services proposal?
Planning and Fit Gap	B06011	Describe the key roles and responsibilities associated with the planning and fit gap implementation activity. What are your assumptions about the UW roles and responsibilities in this area?
Requirements and Design	B06012	Describe your services and approach relating to requirements and design. What are you recommending in your services proposal?
Requirements and Design	B06013	Describe the key roles and responsibilities associated with the requirements and design implementation activity. What are your assumptions about the UW roles and responsibilities in this area?

Area	ID	Question
Minimum (Mandatory) Data Elements Required for the Solution	B06014	Describe the minimum (mandatory) amount of data required to be converted or input into the solution to support the implementation of the solution. If there are multiple data bases or objects, identify each such database or object, and the minimum amount of data required to support the implementation of the solution. UW may not have sufficient sources of data that would be typical in a conversion to a HR or payroll application, and accordingly, Bidder's response is critical for UW to determine the amount of data gaps it has relative to its data readiness.
Configuration and Development	B06015	Describe your services and approach relating to solution configuration, solution customization, documenting the solution configuration and customizations, and technical setup. What are you recommending in your services proposal?
Configuration and Development	B06016	Describe the key roles and responsibilities associated with the configuration, customization, documentation, and technical setup implementation activities. What are your assumptions about the UW roles and responsibilities in this area?
Configuration and Development	B06017	If you are proposing any customizations or extensions in the requirements responses, will the customizations or extensions become a standard part of your solution and be supported in the next version of your solution as part of the base system?
Data Conversion	B06018	Describe your services and approach relating to data conversion and migration, including: data clean-up, automated data conversion, and manual data set-up. Describe the minimum (mandatory) set of data that must be converted to accommodate the implementation of your solution.
Data Conversion	B06019	Describe the key roles and responsibilities associated with the data conversion and migration implementation activity. What are your assumptions about the UW roles and responsibilities in this area?
Data Conversion	B06020	UW is expecting the conversion and migration of current records plus some amount of history, which means that the solution will maintain the record of the full lifecycle of new employees but not for existing employees. What is your recommendation for the amount of historical data that should be migrated to the new

Area	ID	Question
		solution?
Data Conversion	B06021	Describe your methodology for mapping the existing UW data to new data structures. Describe how you handle the ETL (extract-transform-load) of the existing system's data into your solution including the methods and tools for user review and acceptance.
Data Conversion	B06022	Does your methodology accommodate cleansing, redacting or transforming data during the process? What processes do you recommend to assess data quality and to conduct data clean-up prior to conversion?
Data Conversion	B06023	What knowledge transfer will you provide to provide UW the required understanding of data schema or specific tables/columns in your database?
Data Conversion	B06024	Describe any experience the proposed team has in migrating data off Integral Systems (ISI-based) mainframe system. Do you provide tools to speed up the process or perform iterative testing? Describe any tools and technology requirements on the part of UW to complete the migration.
Interfaces	B06025	Describe your approach in developing the Interfaces identified in **Appendix E**.
Interfaces	B06026	Describe the key roles and responsibilities associated with the interfaces implementation activity. What are your assumptions about the UW roles and responsibilities in this area?
Testing	B06027	Describe your services and approach relating to testing including QA and testing strategies, unit testing, integration testing, user acceptance testing, performance and load testing, and so forth. What are you recommending in your services proposal? Note that testing is required.
Testing	B06028	Describe the key roles and responsibilities associated with the testing implementation activity. What are your assumptions about the UW roles and responsibilities in this area?

Area	ID	Question
Testing	B06029	Describe the quality assurance and testing methodology and tools that will be used during the implementation of your solution.
Business Redesign & Change Management	B06030	Describe your services and approach relating to business process redesign and change management, including communication. What are you recommending in your services proposal?
Business Redesign & Change Management	B06031	Describe the key roles and responsibilities associated with the business redesign, change management implementation, and communication activities. What are your assumptions about the UW roles and responsibilities in this area?
Business Redesign & Change Management	B06032	Describe your approach to working with UW to change existing business processes to ensure an effective and efficient use of your solution and to minimize customization.
Training	B06033	Describe your services and approach relating to training, including training strategy, training plans, content development, online training, and training delivery. Assume that training will be to train UW trainers. What are your recommendations in your services proposal?
Training	B06034	Provide a catalog of training courses associated with functional and technical management of your solution. Are there any restrictions that would prevent UW staff from enrolling in any of these courses prior to signing a contract?
Training	B06035	Describe the key roles and responsibilities associated with training implementation activity. What are your assumptions about the UW roles and responsibilities in this area? (Assume that training will be to train UW trainers.)
Training	B06036	Describe how your training activities and materials meet Americans with Disabilities Act (ADA) compliance requirements.
Training	B06037	Describe how you will prepare UW staff who will be involved in the implementation of your solution. Assume that assigned resources have the appropriate general functional and/or technical

Area	ID	Question
		knowledge for their roles, but that they are unfamiliar with your specific solution.
Training	B06038	Describe your recommended approach for training HR/Payroll functional users, technical users, and other users (primarily UW staff accessing the solution via self-service). Be certain to specify the services that are included in your proposal as well as those you recommend, but are not part of your solution.
Training	B06039	Specify how you will support technical knowledge transfer so that UW technical resources have an adequate understanding of (and receive documentation about) the UW-specific configuration and customizations.
Training	B06040	Describe the embedded help, online help, and online documentation that are available to aid users of your solution.
Go-live Support	B06041	Describe your services and approach relating to Go-Live support, including migration and cut-over strategies. What are you recommending in your services proposal?
Go-live Support	B06042	Describe the key roles and responsibilities associated with the Go Live implementation activity. What are your assumptions about the UW roles and responsibilities in this area?
Go-live Support	B06043	What risk mitigation procedures are available for the migration and cut-over process? Describe your approach to back-up, data recovery or roll back procedures during the migration.
Go-live Support	B06044	Explain if your cut-over process requires any downtime for either system (legacy or new) or does it include a period of time where the solution and applicable systems are run in parallel? Explain your proposed cut-over process in detail.
Post-Implementation Support	B06045	Describe your services and approach relating to post-implementation support services. What are you recommending in your services proposal?
Post-Implementation	B06046	Describe the key roles and responsibilities associated with the Post-Implementation activity. What are your assumptions about the

Area	ID	Question
Support		UW roles and responsibilities in this area?
Other	B06047	Describe your services and approach relating to any other implementation services not included above. What are you recommending in your services proposal?
Other	B06048	Describe the key roles and responsibilities associated with the other implementation activities. What are your assumptions about the UW roles and responsibilities in this area?
Proposed Consulting Team	B06049	Provide biographical information for the leads or other critical roles that you are proposing for the implementation team, including: proposed project role; a brief description of relevant experience; years with the company; years of experience implementing your solution; and experience in higher education, medical centers, and public sector.
Proposed Consulting Team	B06050	How many large projects are in planning and implementation during UW's planned implementation period from 2013 - 2016? How are key resources prioritized and assigned to customer projects?
Risk Management	B06051	What are the key risks associated with implementing your solution? Be as specific and detailed as possible. How can each risk be mitigated to support a successful implementation?
Risk Management	B06052	Describe the characteristics of two actual implementations that your organization was involved in that were considered unsuccessful (over budget, delayed live date, unsatisfied customer). What were the root causes? What lessons did your organization learn? What actions have you taken to prevent similar outcomes for other customers? Specify if any of your engagements within the past five years culminated in the solution implementations being cancelled?
Risk Management	B06053	Please describe your approach to implementation project quality management. Summarize the criteria and metrics that you use to measure implementation quality and assess customer satisfaction. In addition, please describe any separate internal quality audits or reviews that are performed for projects of this size, and what

Area	ID	Question
		mechanics are in place to address any service or deliverable deficiencies.

5.10 Key Business Terms Document Response

The ability of Bidders to provide the commitments sought by UW in the Key Business Terms Document will be a significant factor in selecting the finalists for Stage 3.

5.11 Detailed Business Requirements

The DD2 Advantiv tool sets forth certain detailed business requirements for UW's HR/Payroll solution.

5.11.1 Selecting Responses from the Support and Source Drop-Down Menus

For each business requirement, Bidder will respond within the DD2 Advantiv tool by selecting responses from drop-down menus labeled Support and Source:

- Support – The Support drop-down menu presents a list of thirteen (13) descriptions. Select the description that most clearly characterizes how the solution fits the requirement. Support Codes are described in **Table 11** below, in **Section 5.11.3**: **Support Codes and Descriptions**.
- Source – The Source drop-down menu displays a pre-populated list of module names. Select the name of the module that provides the functionality identified in the requirement. Note: Stage 2 Bidders will need to supply the appropriate names of their solution modules and sub-modules to Advantiv so the Source column can be pre-populated with the correct Bidder solution names.
- Date Avail – The drop-down menu labeled "Date Avail" will default to a value of "n/a" and will not be used by the Bidder.

Bidder may also enter a brief, plain text narrative response in the Narrative box. Please limit the response to 100 words or less for any requirement needing explanation. See **Section 5.11.2** for more information.

5.11.2 Narrative Responses

Bidder can provide brief explanations, as needed, in a narrative box, as seen in **Figure 7**.

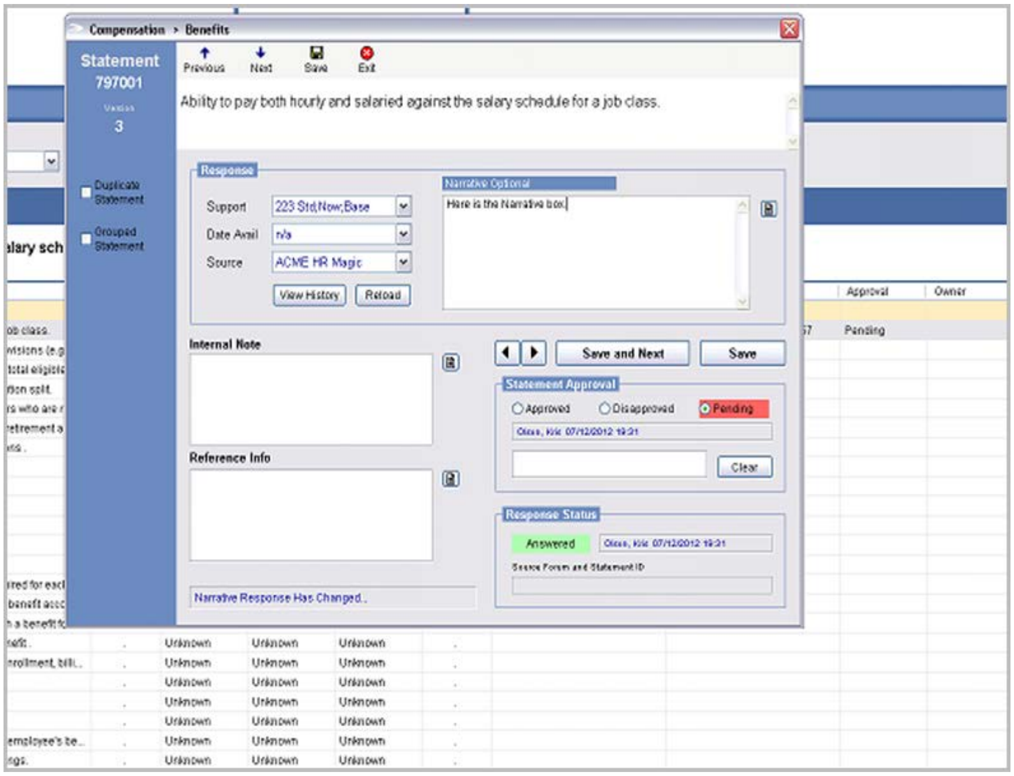

Figure 7: DD2 Response Environment

However, comments, explanations, and clarifications cannot be used to contradict the answer in or otherwise make the response in the Support Code column untrue. Further, the explanations in the Narrative box will only be reviewed by UW for evaluation purposes, and will not operate to diminish the Support Code response provided by Bidder. UW reserves the right, in its sole discretion, to remove or require the removal of any or all of the explanations in the Narrative box when incorporating the response into the contract documents.

If Bidder is providing responses related to solutions manufactured by a third party (*e.g.*, another software manufacturer's solution), Bidder will be bound by the responses provided herein notwithstanding any statement, reference or disclaimer that the responses were supplied from such third party solution manufacturer.

Any information set forth in the Narrative box that identifies how Bidder intends to meet a business requirement or references optional ways or means by which Bidder may approach or address a business requirement will not affect Bidder's obligation to meet the business requirement in accordance with its selected Support Code response in the drop-down list.

Stage 2 Bidders have an opportunity to ask questions and seek clarifications of the UW business requirements prior to the submission of Bidder's response to the business requirements – See **Section 3.7** of the RFP. Accordingly, Bidder should not include any assumptions or qualifications in the Narrative box, other than assumptions that UW affirms or qualifications that UW provides in an RFP Supplement based on questions or clarifications received from Bidders during the procurement process. If assumptions or qualifications are included in the Narrative box that were not raised by a Bidder during the applicable time frame and affirmed or clarified by UW in an RFP Supplement, UW reserves the right to disregard any such assumption or qualification.

Any reference to a certain release level of Bidder's solution shall mean that release level "or higher", and any indication that a business requirement "can be," "could be," or "may be" (or similar phrases) addressed using an option or approach shall nonetheless mean that Bidder can satisfy the applicable business requirement.

Finally, do not refer to, cite or direct UW to Bidder's product documentation or other Bidder reference materials. Any such references will be disregarded by UW. UW reserves the right to require Bidders to remove all references to product documentation and reference materials and resubmit its responses to the business requirements.

5.11.3 Support Codes and Descriptions

UW is looking for a solution that will best meet the business requirements with minimal customizations and extensions. Any gaps or unsupported requirements should be explained in the Narrative box, including providing appropriate workarounds or alternatives.

For purposes of responding in the DD2 Advantiv tool, the following terms have the following meanings:

- "customization(s)" means custom-developed software or solution which Bidder or Bidder's subcontractor does not intend to make part of its generally available solution;
- "extension(s)" means a configuration or other programming, other than a change to the source code, residing in a solution to affect a function or feature that is not part of the standard solution.
- "in time for the implementation" means that the feature or functionality currently is not part of the standard solution but will be made a part of the standard solution when required as part of the HR/Payroll Project.
- "integrated" means a particular component of the solution is interfaced to or integrated with another component of the solution.
- "standard solution" means the generally available solution of Bidder or Bidder's subcontractor, as applicable, and includes any configuration which will be completed as part of implementation using standard configuration capabilities in the solution.
- "In Bidder's solution" or "In subcontractor's solution" means that the functionality is not present in the generally available solution and that a customization or extension must be made part of the solution.

Note that cost proposals provided in Stage 3 will need to include all retrofitting, support, and maintenance of all customizations and extensions.

Figure 8 illustrates the logic behind the support codes in **Table 11**.

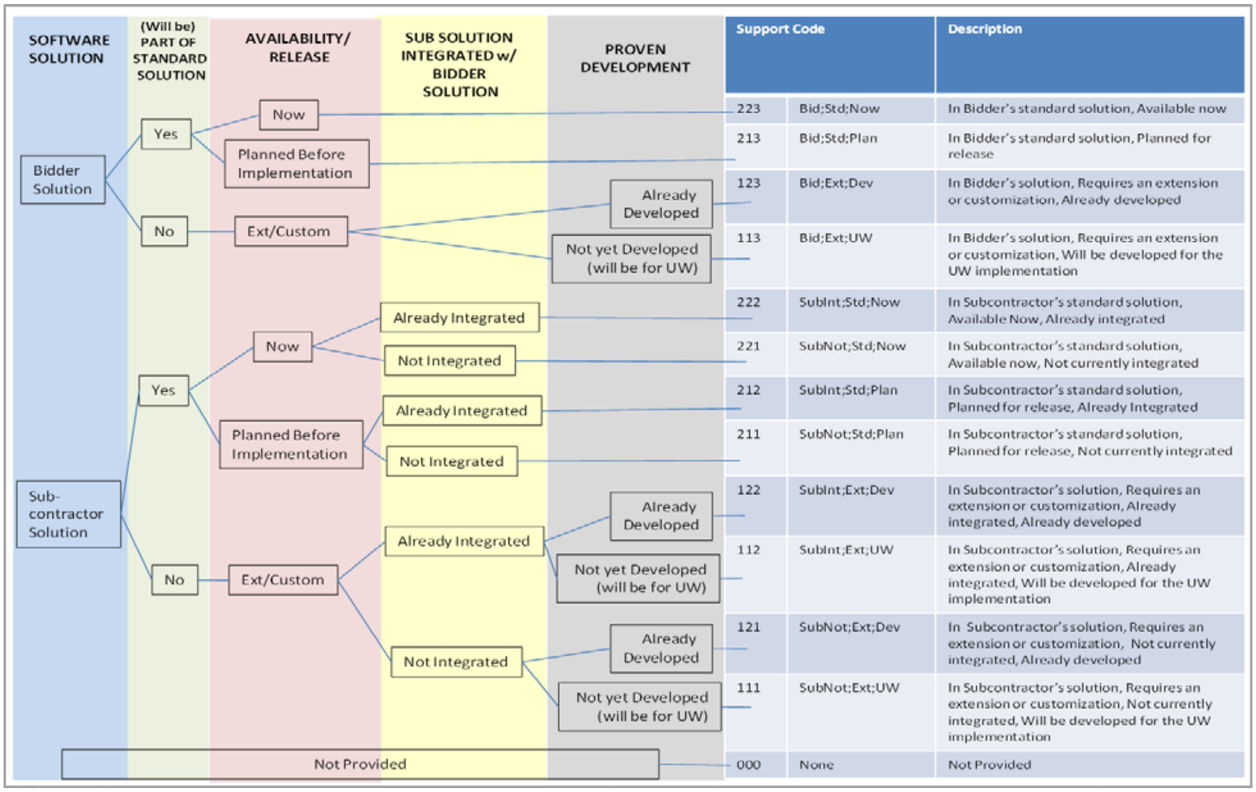

Figure 8: Business Requirements Logic Tree for Support Codes

Table 11: Support Codes and Descriptions for the DD2 Support Drop-down Menu

Support Code	Description
223 Bid;Std;Now	**In Bidder's standard solution, available now** Functionality is provided in <u>Bidder's standard solution</u> (and not through a subcontractor solution), with no extensions, interfaces, customizations, or workarounds.
222 SubInt;Std;Now	**In subcontractor's standard solution, available now, already integrated** Functionality is provided in the <u>subcontractor's standard solution</u>, with no extensions, interfaces, customizations, or workarounds. The subcontractor solution has already been <u>successfully integrated</u> with Bidder's standard solution. Bidder and subcontractor will continue to maintain the integration of the solutions. In the Narrative box, include the names of two customers using the integrated solutions.

Support Code	Description
221 SubNot;Std;Now	**In subcontractor's standard solution, available now, not currently integrated** Functionality is provided in the subcontractor's standard solution, with no extensions, interfaces, customizations, or workarounds. The subcontractor solution is not currently integrated with the Bidder's standard solution, or integration is not being maintained.
213 Bid;Std;Plan	**In Bidder's standard solution, planned for release** Functionality is not provided currently in Bidder's standard solution but will be provided in Bidder’s standard solution in time for the implementation, with no extensions, interfaces, customizations, or workarounds. In the Narrative box, indicate the version number, the target date for the release, and whether the functionality is currently being beta tested by any of Bidder’s customers. In the Narrative box, include the names of Bidder's customers that have or are beta testing such functionality.
212 SubInt;Std;Plan	**In subcontractor's standard solution, planned for release, already integrated** Functionality is not currently provided in the subcontractor’s standard solution but will be provided by a subcontractor in time for the implementation, with no extensions, interfaces, customizations, or workarounds. Indicate the version number, the target date for the release, and whether the functionality is currently being beta tested by any of Bidder's or subcontractor's customers. The subcontractor solution (other than the specific functionality) has already been successfully integrated with the Bidder's standard solution. Bidder and subcontractor will continue to maintain the integration of the solutions. In the Narrative box, include the names of two customers using the integrated solutions.
211 SubNot;Std;Plan	**In subcontractor's standard solution, planned for release, not currently integrated** Functionality is not currently provided in subcontractor's standard solution but will be provided by a subcontractor in time for the implementation, with no extensions, interfaces, customizations, or workarounds. Indicate the version number, the target date for the release, and whether the functionality is currently being beta tested by any of subcontractor's customers. The subcontractor's standard solution is not currently integrated with the Bidder's standard solution, or integration is not being maintained.

Support Code	Description
123 Bid;Ext;Dev	**In Bidders Solution: Requires an extension or customization, already developed** Functionality can be accomplished with an extension or customization to Bidder's standard solution. This extension or customization will not become part of the standard solution. This extension or customization has been developed for other customers. In the Narrative box, please estimate the number of hours required to deliver the extension or customization needed to fully meet the requirement. Also include the names of two customers using this extension or customization.
122 SubInt;Ext;Dev	**In subcontractor's solution: Requires an extension or customization, already integrated, already developed** Functionality can be accomplished with an extension or customization to subcontractor's standard solution. This extension or customization will not become part of the subcontractor's standard solution. This extension or customization has been developed for other customers. The subcontractor's standard solution (other than the specific functionality) has already been successfully integrated with the Bidder's standard solution. Bidder and subcontractor will continue to maintain the integration of the solutions. In the Narrative box, please estimate the number of hours required to deliver the extension or customization needed to fully meet the requirement. Also include the names of two customers using this extension or customization.
121 SubNot;Ext;Dev	**In subcontractor's solution: Requires an extension or customization, not currently integrated, already developed** Functionality can be accomplished with an extension or customization to subcontractor's standard solution. This extension or customization will not become part of the subcontractor's standard solution. This extension or customization has been developed for other customers. In the Narrative box, please estimate the number of hours required to deliver the extension or customization needed to fully meet the requirement. The subcontractor's standard solution is not currently integrated with the Bidder's standard solution, or integration is not being maintained. Also include the names of two customers using this extension or customization.
113 Bid;Ext;UW	**In Bidder's solution: Requires an extension or customization, which will be developed for the UW implementation** Functionality can be accomplished with an extension or customization to Bidder's standard solution. This extension or customization will not become part of the standard solution. This extension or customization has not been developed for other customers. In the Narrative box, please estimate the number of hours required to deliver the extension or customization needed to fully meet the requirement.

Support Code	Description
112 SubInt;Ext;UW	**In Subcontractor's solution: Requires an extension or customization, already integrated, which will be developed for the UW implementation** Functionality can be accomplished with an extension or customization to subcontractor's standard solution. This extension or customization will not become part of subcontractor's standard solution. This extension or customization has not been developed for other customers. In the Narrative box, please estimate the number of hours required to deliver the extension or customization needed to fully meet the requirement. The subcontractor's standard solution (other than the specific functionality) has already been successfully integrated with Bidder's standard solution. Bidder and subcontractor will continue to maintain the integration of the solutions. In the Narrative box, include the names of two customers using the integrated solutions.
111 SubNot;Ext;UW	**In subcontractor's solution: Requires an extension or customization, not currently integrated, which will be developed for the UW implementation** Functionality can be accomplished with an extension or customization to subcontractor's standard solution. This extension or customization will not become part of subcontractor's standard solution. This extension or customization has not been developed for other customers. In the Narrative box, please estimate the number of hours required to deliver the extension or customization needed to meet fully the requirement. The subcontractor solution is not currently integrated with the Bidder's standard solution, or integration is not being maintained.
000 None	**Not provided** Functionality is not included in the solution, and is not planned in time for the implementation.

6.0 Stage 3: Solution Demonstrations and Submissions of Cost Proposals, Responses to Additional Questions, and Issues List

In Stage 3, Bidders will, present solution demonstrations on-site at UW and, after the solution demonstrations, will submit cost proposals, responses to the additional questions, and the Issues List for the contract and project documents. Bidders will respond to the questions and requirements using Decision Director. Bidders will have a chance to submit requests for clarification prior to the opening of the Decision Director response area. UW will publish responses to requests for clarifications, issues, addenda, or other modifications to WEBS.

All Bidders will be notified of their status at the end of Stage 3. Those Bidders who are selected to participate in Stage 4 will receive contract documents and may receive follow-up questions to answer and/or follow-up Demonstration Materials to address.

6.1 Stage 3 Submission Checklist

Stage 3 submissions will be provided in two phases, a certification relating to the demonstrations one week before the Bidder's solution demonstration, and the Stage 3 submission letter and other attachments after the Bidder's solution demonstration. Dates are determined according to the Stage 3 timeline in **Section 3.7**. **Table 12** summarizes the Stage 3 submission components.

Table 12: Stage 3 Submission Checklist

	Timing	ID	Request
Prior to your system demonstration	*One week before your system demonstration*	S3ATTACH1	Attach the completed list of Non-Supported Requirements that cannot be demonstrated. The list is due according to the date in the Stage 3 timeline in **Section 3.7**.
	One week before your system demonstration	S3ATTACH2	Attach a completed copy of **Attachment E: Certification of Compliance with Demonstration Rules** on company letterhead that is dated and includes the signature of a corporate officer of Bidder who is authorized to bind Bidder certifying that the solution demonstration will meet all the demonstration rules set forth in **Section 6.2**. Attach this document to ID Code S3ATTACH2. It is due at the same time as the list of Non-Supported Requirements.
	See **Section 3.7** for the date	n/a	System Demonstration
After System Demonstrations	See **Section 3.7** for the date	S3SUBLTR	Attach the completed submission letter to this ID Code. The Bidder must submit a submission letter for Stage 3 on company letterhead that is dated and includes the signature of a corporate officer who is authorized to bind the Bidder to its proposal. Check the Stage 3 timeline in **Section 3.7** for the submission letter due date.
	See **Section 3.7** for the date	S3ATTACH3	Attach the cost proposal to this ID Code. This item is due according to the date in the Stage 3 timeline in **Section 3.7.**
	See **Section 3.7** for the date	S3ATTACH4	Attach the completed Issues List for the contract and project documents to this ID Code. This item is due according to the date in the Stage 3 timeline in **Section 3.7.**

6.2 Solution Demonstrations

As part of the RFP process, each Bidder will be required to provide one or more onsite solution demonstrations for UW's evaluation. UW will provide several use case business scenarios, scripts, repository functionality (including version controls and taxonomy), and other related materials (collectively referred to as the "***Demonstration Materials***"), and may, in its sole discretion, also provide masked test data files ("***Test Files***"). The Demonstration Materials and Test Files will be highly confidential information of UW and are provided for a Bidder's use solely in connection with its solution demonstration under the RFP. The rules and procedures regarding the solution demonstration are described in **Section 6.2.1** through **Section 6.2.5**, inclusive.

Failure to abide by and/or agree with the procedures set forth in this Section 6.2 may result in disqualification of Bidder's proposal.

6.2.1 UW Business Requirements for Demonstrations

Bidder must only demonstrate its latest version of generally available ("***GA***") software or solution and the latest version of any third party software or solution supported by Bidder that is proposed as part of Bidder's bid and cannot demonstrate any software or solution (Bidder's or third party's) that is currently under development or otherwise not GA software or solution.

6.2.2 Additional Test Files

Subject to the prior approval of UW, Bidder may use (in addition to any Test Files provided by UW), additional test files in connection with the Demonstration Materials provided that the data populates actual files and file structures used in the solution to show the movement of data native in the solution and is not simulated in (*i.e.*, splashed into) temporary excel or other files created to show features, functionality or data information flows that are not present in the generally available solution. Bidder may not use any tools, utilities, or other techniques to replicate or simulate any portion of the solution.

6.2.3 Electronic Capture of Bidder's Presentation

UW will videotape or otherwise electronically capture Bidder's presentation for purposes of incorporating into the contract the Bidder's representations of the capabilities of its solution. If there is more than one demonstration session given by Bidder, Bidder may not change the demonstration without providing written notice to UW describing the actual changes made.

6.2.4 Labeling of Non-Supported Requirements; Certification of Compliance

If the GA solution demonstrated by Bidder does not meet the features or functionality identified in the Demonstration Materials, then Bidder must: (a) submit a written response at least one (1) week prior to presenting the demonstration to UW and labeled Non-Supported Requirements, that clearly identifies each feature, functionality, and/or information flow that is not supported by the GA version of the solution, and along with the written response, provide a certificate in the form of **Attachment E**; and (b) identify during each session of the presentation to UW which features, functions, and/or information flows are not supported. Any feature, functionality, or information flow not identified on the Non-Supported Requirements document will be presumed to be present in the version of GA solution demonstrated and Bidder will be required to support such fact through a contractual representation and warranty in the contract.

6.2.5 Inclusion in the Contract

The Demonstration Materials and Bidder's video or electronically-captured response will be incorporated in and attached to the contract. Additionally, the contract will include specific representations and warranties relating to the requirements of this Section of the RFP.

6.3 UW Contract and Project Documents

As part of the RFP process, each Bidder will receive the following contract and project documents. Bidders must respond to these documents in accordance with the instructions outlined below.

The contract and project documents include:

- **Master Technology Agreement:** UW uses its standard form of contract when purchasing the solution and support. The MTA is structured to afford UW the flexibility to acquire additional products and services in the future for UW and its affiliates, and Washington State Institutions of Public Higher Education ("***WIPHE***") institutions, without the need to renegotiate the MTA.

  UW is mindful that the form MTA included in the RFP may need to be tailored to take into consideration technical and functional aspects of a Bidder's solution, and, depending on Bidder's solution, there may be additional or better contractual commitments that may be required in order for UW to purchase Bidder's solution. UW reserves the right, in its sole discretion, to add additional or better terms and conditions based on the historical practices of Bidder, existing and potential future business with Bidder, any perceived gaps in Bidder's offering, and the like.

  When submitting its pricing proposals, Bidders should not base their pricing on their standard business terms or practices or any reduced level of commitments or obligations Bidder believes it may negotiate. Rather, cost proposals should be based on the terms and conditions set forth in the MTA and other UW-provided contract and project documents provided to Bidder.

- **Statement of Work:** Includes project objectives, approach, requirements, deliverables/activities, and certification criteria, and identifies roles and responsibilities for the HR/Payroll Project.

- **HR/Payroll Project Agreement:** Includes project description and objectives, solution requirements, and performance requirements.

- **Hosting / SaaS Services Terms and Conditions:** Includes hosting and SaaS terms, description of services, service level agreements, service level credits, and additional terms and conditions.

6.3.1 Bidder's Form of Response to the UW Contract and Project Documents

The contract and project documents are provided to each Bidder selected to participate in Stage 3. The contract and project documents will be provided in PDF format. For the reasons set forth in **Section 7.7**, an editable Word version will not be made available.

Each Bidder must respond to the contract and project documents in accordance with the procedures and format set forth below.

Do not create or send redlined documents back to UW.

UW will only review issues raised in the Issues List. Do not send "replacement" paragraphs, as such proposals will not meet the format or style of the response required. UW will not read or consider any response other than that set forth in Section 6.3.2 below.

Failure to follow the procedures or respond in the format below may disqualify Bidder.

6.3.2 Issues List

Bidder's issues, concerns, exceptions or objections to any of the terms or conditions contained in the contract and project documents must be documented in an Issues List. The Issues List prepared by Bidder must set out by section or paragraph a description of each issue, concern, exception, and objection. **Attachment F** sets forth the Issues List template to be used for the response.

Bidders may not contradict or provide a response that is inconsistent with its commitments provided in the agreed to Key Business Terms Document. Subject to the foregoing, if a Bidder objects to a particular term or condition, then Bidder will need to further describe, in business terms and not in proposed contract or legal language, Bidder's concern and what compromise terms Bidder is willing to accept. The Issues List should provide the reason or rationale supporting the item of concern and/or business counterproposal. Simply stating that a paragraph is "not acceptable" or supplying Bidder's proposed contract terms without describing (in business language) Bidder's reason or rationale will be considered non-responsive. If Bidder does not identify specific concerns with a particular term or condition, the term or condition will be deemed accepted by Bidder, and UW will not entertain further changes to such accepted or non-commented on terms or conditions. **Attachment G** illustrates both acceptable and non-acceptable forms of responses for the Issues List. Bidders should follow the format labeled "Acceptable" in Bidder's response. Responses that reflect or contain content that mirrors the non-acceptable samples will not be reviewed by UW. The Issues List provided to UW must be attached in Decision Director in an unrestricted, editable Microsoft Word format.

6.3.2.1 Redlined Responses

Redlined Documents Will Not Be Reviewed – Do not provide in the RFP Response a redlined contract, paragraph or clauses. Redlined text will only require UW to make potentially inaccurate assumptions about what Bidder's specific issues or concerns might be. Redlined text will not be reviewed by UW.

6.3.2.2 Bidder's Standard Contract or Proposed Language

No Standard Bidder Form Contracts – Do not provide a copy of Bidder's standard contract or proposed language to UW. As stated above, UW will be using its own form of contract and project documents in negotiations with the Stage 4 final Bidder(s), and UW's legal counsel will be making all agreed upon revisions to the contract and project documents. Bidders' standard contract will not be reviewed by UW.

6.4 Cost Proposal

Cost proposals will be due after the solution demonstrations, according to the timeline in **Section 3.7**. Bidders will complete each section of the cost proposal or indicate that a section is not applicable.

Instructions for completion are in the cost proposal attachment. Cost proposals should be based on forms of the contract and project documents provided by UW, not Bidder's standard customer agreement forms.

6.5 Additional Questions

In Stage 3, Bidders will prepare written responses to the questions presented in **Appendix C** (**Appendix C.1** through **Appendix C.4**) and **Appendix D** and to any additional questions that may arise from the review and evaluation of the Bidder's proposal.

7.0 Stage 4: Finalist Bidders, Implementation Planning Study, and Contract Negotiations

Bidders who are invited to participate in Stage 4 will be required to conduct follow-up solution demonstrations at the UW Seattle campus; submit revised pricing and detailed accounting and substantiation of any changes made to the cost proposal, and the bases thereto; provide a final summary of the solution, including all components of the software or applications; provide a final list of all the subcontractors providing any part of the solution (including services and/or software); and participate in Implementation Planning Study workshops. UW may also require the Bidder to respond to additional questions. Bidders will be provided with the required Stage 4 Demonstration Materials upon receiving notification they have been selected as a finalist.

7.1 Right to Negotiate

As further described in **Section 7.7** below, during Stage 4, UW reserves the right to negotiate price and to require changes to any previous Stage components of the Bidder's proposal, including, but not limited to, hosting or SaaS provider subcontractors and implementation subcontractors, and Stage 2 Components.

7.2 Stage 4 Submission Checklist

Bidders must include a submission letter for Stage 4 on company letterhead that is dated and includes the signature of a corporate officer who is authorized to bind the Bidder to its proposal. Each item in the Stage 4 submission checklist must be attached in Decision Director, using the specified ID Code, as summarized in **Table 13**.

Table 13: Stage 4 Submission Checklist

ID Code	Description
S4SUBLTR	Attach the Stage 4 submission letter using ID Code S4SUBLTR. The Stage 4 submission letter must provide the following information: (a) Responses to any additional questions requested by UW; and (b) Detailed accounting and substantiation of any changes in prior pricing that led to the revised pricing
S4ATTACH1	Attach the list of Non-Supported Requirements that cannot be demonstrated, as described in **Section 6.2.4.** Use ID Code S4ATTACH1 for this list. This list is due according to the date in the Stage 4 timeline in **Section 3.7**.
S4ATTACH2	Attach a completed copy of **Attachment E: Certification of Compliance with Demonstration Rules** on company letterhead that is dated and includes the signature of a corporate officer of Bidder who is authorized to bind Bidder certifying that the solution demonstration will meet all the demonstration rules set forth in **Section 6.2**. Attach this document to ID Code S4ATTACH2. It is due at the same time as the list of Non-Supported Requirements (S4ATTACH1).
S4ATTACH3	Attach a summary of the solution, including the proposed applications and/or software and suppliers or manufacturers(s). Use ID Code S4ATTACH3 for this list.
S4ATTACH4	Attach the final list of all subcontractors, including subcontractor name and the services and/or product to be delivered, along with the subcontractor agreement in accordance with **Section 3.23.2**. Use ID Code for this list and subcontractor agreement.

7.3 Follow-Up Solution Demonstrations

As part of Stage 4, each Bidder will be required to provide one or more additional, onsite solution demonstrations to assist UW in understanding and evaluating the solution. These additional solution demonstrations will incorporate new and/or more detailed UW requirements, business scenarios, workflows, and the like, including any finalized future state workflows and business scenarios generated from UW's Business Process Redesign project described in **Section 1.4.1**. UW will provide any additional requirements, workflows, business scenarios, Demonstration Materials and Test Files to Bidder prior to its Stage 4 demonstrations. The requirements and procedures for demonstrations set forth in **Section 6.2** will apply to the Stage 4 demonstrations, including the requirement to identify Non-Supported Requirements in advance of the demonstration and for Bidder to provide an additional completed Certification of Compliance with Demonstration Rules **(Attachment E)**. In addition, to the extent that any Non-Supported Requirements or solution demonstrations provided in Stage 3 change as a result of the Stage 4 demonstration(s), Bidder must provide a separate, detailed explanation of all such changes at least 2 business days prior to its Stage 4 demonstrations. Bidder's failure to comply with the above procedures may result in disqualification of Bidder's proposal.

7.4 Subcontractor Meetings

UW may require Bidders to provide in-person meetings with their proposed subcontractors, especially for implementation and hosting services, and any other key players the Bidder has proposed that UW deems critical to the success of the solution.

7.5 Additional Questions

UW reserves the right to require finalists to prepare written responses to additional questions that may arise from the review and evaluation of the Bidder's proposal.

7.6 Revised Pricing

Bidders selected to participate in Stage 4 will submit revised pricing using the cost proposal format used in Stage 3. Bidders must identify changes to the Stage 3 cost proposal in ***bold italic*** font. Additionally, they must provide a written document that substantiates the change and shows the impact of the change on the overall proposal and notes any explanation or details associated with the changes. Additionally, the Bidders will document any and all changes to the Bidders' proposal resulting from the revised pricing.

UW may elect to fully or partially negotiate final offers with one or more Bidders selected to participate in Stage 4. At the conclusion of negotiations, UW may require that one or more Bidders sign such contracts as a final written offer with a provision that such offer is irrevocable and cannot be withdrawn for a period of up to four months (or such longer period of time as UW and Bidder may agree). The contract signed by the Bidder can only be countersigned (and thus become a binding agreement between Bidder and UW) after the contract is approved by the Board of Regents of UW and the appropriate authorities in the State of Washington.

7.7 UW Negotiation Procedures

The terms set forth in this Section constitute the UW Negotiation Procedures. Certification of Compliance with UW's Negotiation Procedures **(Attachment H)** contains a form certifying Bidder's compliance with these rules and procedures that must be filled out and signed by a corporate officer of Bidder with the authority to bind Bidder and submitted with Bidder's Stage 1 response. Bidder's response will not be considered complete without the completed and signed **Attachment H**.

7.7.1 Bidder's Negotiation Team

Bidder must deploy a senior negotiation team to support the contract negotiations. The negotiation team must be empowered to make decisions on all parts of the MTA, including pricing and other key business terms such as service level agreements, events of default, liabilities, damages, *etc*., to be assumed by Bidder. UW is cognizant that a Bidder may send authorized negotiators to a meeting; however, unless such authorized individuals are empowered to actually negotiate the contract terms and conditions, such individuals will not meet the applicable criteria and at the request of UW will need to be removed and replaced with an individual or individuals meeting such requirements. Bidder acknowledges that any and all negotiations may be suspended by UW until such requirements are fulfilled.

The negotiation team must contain a senior lawyer from Bidder. The senior lawyer must have reviewed the MTA and other documents referenced in **Section 6.0**, and been directly involved in the development of the Issues List related to the UW contract and project documents.

Subcontractors will not be permitted to be present during negotiation sessions unless specifically agreed to by UW.

Continuity in Bidder's negotiation team is to be maintained by Bidder. Adding new business members and/or attorney(s) to the team and/or substituting business team members or attorney(s) will only cause delays in negotiations and therefore should be avoided.

If UW determines that Bidder's negotiation team is not empowered to negotiate the MTA and other contract and/or project documents, if substitutions are made or if additional members are added to Bidder's negotiation team, the net effect of which is to delay the negotiations, then UW reserves the right to suspend or cease negotiations until further assurances from Bidder that it will adhere to the UW Negotiation Procedures has been obtained.

7.7.2 Control of Document

UW will control all revisions to the MTA and other documents, including all Schedules and Attachments. UW will produce all redlined versions of the MTA and other documents.

7.7.3 In-Person Meetings; Location of Meetings

Negotiations will be conducted at a UW location to be determined by UW. Meetings will require the in-person presence of the entire Bidder negotiation team. Telephonic meetings may be scheduled at the discretion of UW.

7.7.4 Costs and Expenses

Bidder will be responsible for its own costs and expenses in negotiating the MTA and other documents.

7.7.5 Use of Legal Counsel

UW used its legal counsel to develop the MTA and will be using legal counsel to assist it in reviewing Bidder's RFP Response. Because a legal review of Bidder's RFP Response will be undertaken by UW in determining the likelihood of securing a contract with Bidder, Bidder should involve its legal counsel in developing the Issues List. If Bidder's legal counsel is not involved in developing the Issues List and then later objections are raised by Bidder, the objections will not be in compliance with the UW negotiation procedures, and therefore may not be considered.

7.8 Implementation Planning Study

UW will lead the IPS workshops as part of the negotiations. The goal of the workshops is to finalize key project documents, including the Project Plan, a Statement of Work, a Joint Resource Plan, and supporting schedules and attachments. The IPS workshops will be conducted over a period of three-to-five weeks, with each session lasting up to three-to-four days. UW reserves the right to videotape the IPS sessions. Further detail on the deliverables to be generated from the IPS workshops is provided below.

7.8.1 Project Schedules

UW will only enter into a contract where it has predictable project costs and the assurances from the successful Bidder that it clearly understands and is prepared to enter into commitments to complete the HR/Payroll Project. To achieve this objective, sufficient project planning will need to be undertaken and appropriate project documents developed as part of the contract signing. The project documents will be developed during the IPS, including:

- ✓ Statement of Work (using the form SOW provided by UW to Bidder in Stage 3)
- ✓ Project Plan (initial draft to be developed by the Bidder as the Statement of Work is being finalized)
- ✓ Joint Resource Plan (initial draft to be developed by the Bidder as the Statement of Work is being finalized)
- ✓ Preliminary Organizational Change Management, Communication, Education and Training, and Knowledge Transfer Plan
- ✓ Preliminary Disaster Recovery and Business Continuity Plan

UW will not reimburse Bidder for the costs of Bidder's personnel or other costs incurred in the IPS workshops or in develop the project documents, as the development of such documents is considered part of the RFP proposal process.

UW may reject any Bidder if the project documents are not complete, accurate, and comprehensive.

In participating in the IPS workshops and when developing the project documents with UW, the successful Bidder will be requested in the contract document, to represent and warrant to UW that: (a) Bidder had a sufficient opportunity to conduct all due diligence required to develop the project documents; (b) the project documents are complete, accurate, and sufficient in order to complete the HR/Payroll Project within the agreed to fixed fee; (c) Bidder has reviewed and performed all necessary due diligence on the functionality requirements and, based on such due diligence, affirms that Bidder has advised UW of all software, services, and other items needed to implement the solution to meet

UW's requirements and complete the HR/PR Project within the timeframes set forth in the project documents; (d) all such solutions, services, and other items are included in Bidder's bid and project documents; and (e) the number and amount of time allocated to UW resources identified by Bidder are the only resources needed by UW to complete the HR/Payroll Project in accordance with the terms of the project documents. Based on the foregoing representations and warranties expected from Bidders, Bidders should ensure that the individuals it brings to the IPS workshops are highly-experienced and can ask whatever questions are needed to enable Bidder to make the above representations.

7.8.2 Statement of Work

The Statement of Work will contain a complete description of the implementation services to be provided by Bidder. For each major area of service, *e.g.*, design activities, the Statement of Work will contain a detailed chart of responsibilities identifying which party is responsible for what activities. The responsibility charts will further delineate which party (UW or Bidder) will be the primary lead or contributor to the activity, and which party will be contributing. There will not be any responsibility entries that identify an activity as "joint." Bidders must take into consideration that UW employees must continue to perform their current positions and cannot devote 100% of their time to the HR/Payroll Project. The Statement of Work will also identify all the major deliverables that will be produced in the project, clearly identifying whether Bidder or UW is responsible for its creation.

Any implementation methodology that Bidder intends to use when completing the project must be identified with specificity. Bidder should further explain in its bid materials why the methodology is appropriate for the HR/Payroll Project.

If there are any assumptions made with respect to the scope of services, then Bidder will be required to clearly identify such assumptions in the Stage 3 response, and any finally agreed to assumptions will be set forth in the Statement of Work. In its response at Stage 3, Bidders should identify in one section of the response the proposed assumptions so that UW clearly understands each of the limitations on Bidder's proposed set of services as they relate to the cost proposals. If there are assumptions not identified in the Stage 3 response or the Statement of Work, Bidder will not be able to later claim that there were assumptions on which the cost proposals were bid.

7.8.2.1 Organizational Change Management, Communication, Education and Training, and Knowledge Transfer Plan

Given the importance of change management to the HR/Payroll Project, UW will want to develop a preliminary organizational change management, communication, education and training, and knowledge transfer plan as part of the Statement of Work. UW expects that Bidder will bring project expertise in change management and the establishment of communication and education and training programs to the IPS workshops so a preliminary plan can be developed and attached to the Statement of Work as part of the contract signing.

7.8.3 Project Plan

A Project Plan will be required to be built by Bidder as UW and the Bidders reach agreement on the Statement of Work and the phasing of the implementation of the HR/Payroll Solution. The Project Plan must be tailored specifically to the deployment schedule for the HR/Payroll Project. Project Plans must be resource-loaded to include Bidder Personnel and UW Personnel required to complete the planned tasks and activities. The Project Plan resource loading must reconcile with the resources allocated to the project in the Joint Resource Plan referenced below. Where a discrepancy exists between the Project Plan and the Joint Resource Plan, the resources specified in the Joint Resource Plan will take precedent. The Project Plan must be an integrated project plan covering all aspects of the project and include all Bidder and UW-only (or UW third party) activities and tasks. The Project Plan must include:

1. Commencement and completion dates for completing the HR/Payroll Project;
2. All critical milestone events and critical milestone due dates;
3. All other milestones, activities, tasks, and subtasks, along with their dependencies and interdependencies;
4. For each grouping of solution applications, identify the activities that are interrelated to other groupings, including any activities that affect another grouping, *e.g.*, design activities of one grouping of solution applications may need to include design activities with another grouping, *etc.*;
5. Sufficient description of all activities, tasks, and subtasks (including UW-only responsibilities) to be performed by Bidder, UW, or a third party responsible for, and the location of, such activities, tasks, and subtasks; and
6. The dates, duration, and locations of executive review sessions, project management meetings and project quality review sessions.

A project plan submitted that does not include the above elements will be deemed incomplete, and UW reserves the right to reject any such project plan as non-conforming, or require any Bidder to resubmit the project plan to include these responsibilities charts as a condition of further evaluating Bidder's proposal.

7.8.4 Joint Resource Plan

The bid materials must include a Joint Resource Plan, prepared in Microsoft Excel that reflects the resources required for both Bidder and UW for the HR/Payroll Project. The data in the Excel spreadsheets must be exportable by UW. Resource Plans must accommodate UW's academic and administrative calendars and allow for resource constraints that occur within the business cycle for such things as fiscal year end close. The Joint Resource Plan must reconcile with resource loading details in the project plan, provide specific details regarding FTE personnel resources committed to the project and differentiate between functional and technical personnel resources.

Bidder must submit two types of resource information (in two separate Excel spreadsheets), as described below, which must contain the following elements:

7.8.4.1 Joint Resource Plan by Implementation Stage

One spreadsheet must show the number of resources proposed for both Bidder's and UW's personnel by application grouping (*i.e.*, HR vs. PR) for each stage or phase of the implementation. This spreadsheet should be based on the implementation methodology being proposed by Bidder.

7.8.4.2 Resource Plan by Month

Another spreadsheet must show the number of resources proposed for both Bidder's and UW's personnel containing the following information and elements:

1. The number of hours by resource category by month for each of UW and Bidder. This information must be presented side-by-side so UW can readily discern how many of its resources are required during any given month against the number of resources Bidder will be providing.
2. For Bidder's personnel, the location (on-site or off-site) of the resource.
3. The billing rate of each category of resources, and the average billing rate of Bidder's resources.
4. Total hours for each of Bidder's and UW's personnel by month and overall for the HR/Payroll Project.
5. Calculations showing the number of hours of Bidder's resources (as reflected in the proposed joint resource plan for Bidder's resources) multiplied by the average billing rate for Bidder's resources, along with any contingency percentage or factor that directly ties to Bidder's proposed fixed fee for services.

A Joint Resource Plan that does not include the above elements will be deemed incomplete.

8.0 Evaluation and Contract Award

This solicitation, the evaluation of proposals, and the award of any resulting contract will be made in conformance with applicable UW policies and Washington State law. UW reserves the right to withdraw this RFP at any time. All documents submitted to UW in connection with this RFP will become the exclusive property of UW and will not be returned.

Any contract resulting from this RFP will be awarded to the responsive and responsible Bidder whose proposal, in the sole opinion of UW, offers the greatest benefit to UW when considering the total value, including, but not limited to, the quality of service, breadth and depth of offering, and total cost, including the projected internal cost to UW for HR/Payroll Project implementation and on-going support of the HR/Payroll Solution, and the strength and form of contractual commitments made by Bidder to UW.

Proposals will be evaluated by UW’s HR/Payroll evaluation team. The evaluators will examine each proposal to determine, through the application of uniform criteria, the effectiveness of the proposal in meeting UW’s requirements as described in this document.

The UW RFP Coordinator may contact Bidders for clarification of any portion of the Bidder’s proposal. UW may waive irregularities in a proposal provided that, in the judgment of UW, such action will not negate fair competition and will permit proper comparative evaluation of proposals submitted. UW's waiver of an immaterial deviation or defect will in no way modify the RFP documents or excuse the Bidder from full compliance with the RFP specifications in the event the contract is awarded to that Bidder.

UW reserves the right to award the contract to the Bidder whose proposal is deemed to be in the best interest of UW and the State of Washington. Hence, UW may choose to not award to the lowest-cost proposal.

8.1 Evaluation Approach

As described in **Section 3.1**, UW will solicit and evaluate Bidder responses in four stages. Responses received in each stage will be evaluated on its own merits and will inform scoring for future stages. The evaluation approach for each stage is described in the Section describing the stage below.

8.1.1 Stage 1 Evaluation Approach

In Stage 1, the evaluation will begin with the UW RFP Coordinator's receipt and review of the proposals to determine if Bidders responded to the Mandatory and Mission Critical Requirements specified in **Section 4.0**. Only compliant responses will be sent to the UW evaluation team for consideration.

UW's evaluation team will review Bidder responses to the Mandatory and Mission Critical Requirements and will consider the completeness of the response and potential gaps when evaluating the Stage 1 proposals. UW will conduct initial reference checks to validate the information provided by the Bidders. The responses to the Mandatory and Mission Critical Requirements, the affirmative certification of the UW Negotiation Procedures, and the information received from reference checks will determine which Bidders advance to Stage 2.

The UW RFP Coordinator will notify all the Bidders with the results of Stage 1. Bidders who are not selected to advance to Stage 2 are entitled to a debriefing session, as described in **Section 8.5**.

8.1.2 Stage 2 Evaluation Approach

The UW evaluation team will review and score each Bidder's response in its entirety using the criteria set forth in this RFP. The scores will be determined at the capability level. Each category contributes to the score based on the weights listed in **Table 14**. In addition to the scoring by category, the UW evaluation team will review Bidders' responses to the Key Business Terms Document. Responses to the Key Business Terms Document that commitments will be negotiated in the future or setting forth other generally qualified statements with respect to such commitments will be deemed non-responsive, and may result in the disqualification of Bidder.

Table 14: Weights by Category

Category	Assigned Weight
Functional	45%
Technical	30%
Bidder	25%
Total	*100%*

8.1.2.1 Capability Evaluation Weights

Each category- Functional, Technical, and Bidder - is subdivided into capabilities. **Table 15** summarizes the weights for each capability-by-category.

Table 15: Weights by Capability by Category

Functional		Technical		Bidder	
Capability	***Weight***	***Capability***	***Weight***	***Capability***	***Weight***
Payroll	20%	System architecture	30%	Experience	18%
Time & leave	20%	Integration	30%	Bidder profile	15%
Compensation & benefits	17%	Security	20%	Strategy	15%
Workforce planning	12%	Service management	20%	Ongoing support	18%
Employee relations	12%			Implementation	34%
Labor relations	9%				
Staffing	7%				
Employee development	3%				
Total	**100%**	**Total**	**100%**	**Total**	**100%**

UW evaluators will review the Bidder responses for all questions within a given category and capability in order to score the response at the capability level. All prior responses and stage evaluations, including responses to cross-functional questions, the Decision Director business requirements matrix (initial fit/gap), final responses to the Key Business Terms Document, and customer references will be considered in the overall evaluation. The most qualified Bidders will be selected to participate in Stage 3.

The UW RFP Coordinator will notify all Stage 2 Bidders with the results of Stage 2. Bidders who are not selected to advance to Stage 3 will not be entitled to a debriefing session, as described in **Section 8.5,** until the Apparent Successful Bidder is announced.

8.1.3 Stage 3 Evaluation Approach

In Stage 3, the UW evaluators will evaluate and score solution demonstrations and will take into consideration in the overall evaluation, all prior responses and stage evaluations, reference checks, the cost proposal, and issue list in response to the Key Business Terms Document when selecting the finalists for Stage 4 solution demonstrations.

8.1.3.1 HR/Payroll Solution Demonstrations

The UW evaluation team will take into consideration functionality and usability.

8.1.3.2 Cost Proposal

Bidders invited to participate in Stage 3 will submit the completed cost proposal in accordance with the cost proposal instructions and spreadsheets. Cost is important to UW and will be considered in the selection of finalists. Cost proposals must be based on the commitments being requested of Bidder as reflected in the contract and project documents submitted to Bidders at Stage 3 and the agreed to Key Business Terms Document. ***Basing Bidder's cost proposal on Bidder's standard business terms or business practices without adjusting for or taking into consideration the Mandatory and Mission Critical Requirements, the UW Business and Technical Requirements, and the types and scope of commitments requested in this RFP, the contract and project documents and the agreed to Key Business Terms Document will not be a basis for any adjustment of Bidder's cost proposal***.

The evaluation process is designed to award this procurement not necessarily to the Bidder of least cost, but rather to the Bidder whose proposal best meets the requirements of this RFP and the total value to UW. Bidders are encouraged to submit proposals which are consistent with Washington State government efforts to conserve state resources.

8.1.3.3 Contract Documents Issues List

UW's legal counsel will review and assess the Bidders' Issues List. The ability of Bidders to provide the type of commitments sought by UW will be a significant factor in selecting the finalists for Stage 4. UW reserves the right to suspend or disqualify any Bidder who retracts or fails to honor a commitment made in a previous stage.

8.1.3.4 Notification of Stage 4 Finalists

The RFP Coordinator will notify all Stage 3 Bidders with the results of Stage 3. Bidders who are not selected as finalists for Stage 4 will not be entitled to a debriefing session, as described in **Section 8.5,** until the Apparent Successful Bidder is announced.

The RFP Coordinator will also contact the Stage 4 finalists to confirm the date, time, and location for the finalist presentations. For the planned dates, see **Section 3.7**.

8.1.4 Stage 4 Evaluation Approach

UW may require finalists to conduct additional on-site solution demonstrations, answer follow-up questions, submit revised pricing, and participate in the IPS and contract negotiations as described in **Section 7.0**. UW may conduct additional reference checks.

The UW evaluation team will take into consideration the Bidders' full responses (Stages 1 through 4) in developing its recommendation as to the Apparent Successful Bidder. UW intends to conduct negotiations with all finalists before selecting and announcing the Apparent Successful Bidder.

8.2 Reference Checks

UW intends to conduct reference checks during each Stage of procurement to confirm information contained in the Bidder's response and to assist with the scoring of the Bidder's solution capabilities, service levels, responsiveness, and performance related to customer requests and queries.

8.3 Requests for Additional Information

The UW evaluation team reserves the right require additional information to determine if Bidders can successfully meet the requirements of the RFP. To assist the evaluation team in gathering the information needed to complete their evaluations and make their award recommendation, UW may do one or more of the following:

- Request additional information from Bidders or others
- Make site visits
- Use information gathered from Bidders' presentations

UW also reserves the right to obtain independent reports from reputable sources (*e.g.*, Dun & Bradstreet, Gartner, *etc*.) for further indications of the Bidder's ability.

8.4 Contract Award

UW will notify the Apparent Successful Bidder of its selection in writing. Bidders whose proposals were not selected for further negotiation or award will be notified separately by email or facsimile by the UW RFP Coordinator.

8.5 Debriefing of Unsuccessful Bidders

At the end of Stage 1 and Stage 4, any Bidder who has submitted a response and has been notified that it was not selected to participate in the next Stage, or any Bidder who has been notified that it was not selected for award, may request a debriefing.

Debriefing requests must be received by the UW RFP Coordinator no later than 5:00 PM, local time, in Seattle, Washington; on the third business day following the transmittal of the notification that such Bidder has not been selected to participate in the next Stage. The debriefing will be held within three (3) business days of the request.

Discussion at the debriefing conference will be limited to the following:

- Critique of the proposal based on the evaluation;
- Review of proposer's evaluation outcome in comparison with other Bidder evaluation outcomes without identifying the other firms.

Comparisons between proposals or evaluations of the other proposals will not be allowed. Debriefing conferences may be conducted in person or by telephone and will be scheduled for a maximum of one hour.

8.6 Protest Procedure

Protests may be made only by Bidders who submitted a response to this solicitation document and who have participated in a debriefing conference.

8.6.1 Complaints

A complaint may be made before a Bidder responds to a solicitation document if the Bidder believes that the document unduly constrains competition or contains inadequate or improper criteria. The written complaint must be made to UW's RFP Coordinator before the due date of the solicitation response. UW's solicitation process may, however, continue.

UW will immediately forward a copy of the complaint to the policy and planning unit of Washington State Office of the Chief Information Officer (OCIO). UW must also reply to the Bidder with a proposed solution and advise OCIO of its reply. If the Bidder rejects UW's proposed solution, the OCIO may direct UW to modify the requirements or schedules of the RFP, withdraw the solicitation, or take other steps that it finds appropriate. The OCIO decision is final; no further administrative appeal is available.

8.6.2 Grounds for Protest

Protests may be made after UW has announced the Apparent Successful Bidder at the conclusion of Stage 4 of the evaluation process and after the protesting Bidder has had a debriefing conference with the UW RFP Coordinator. Protests may be made on only these grounds:

- UW failed to follow procedures established in the RFP, OCIO Policy# 121, (http://www.ofm.wa.gov/ocio/policies/documents/121.pdf, see Appendix B, titled "Requirements for IT Competitive Solicitations"), or under applicable state of federal laws or regulations.
- There was bias, discrimination, or conflict of interest on the part of an evaluator.

8.6.3 Protest Process

Protests are always initially made to the agency conducting the acquisition, in this case, UW. A written protest must contain the facts and arguments upon which the protest is based and must be signed by a person authorized to bind the Bidder to a contractual relationship.

At a minimum, the protest must include:

- The name, mailing address, and phone number of the protesting Bidder, and the name of the individual responsible for submission of the protest;
- Information about the procurement method (RFP), and name of the issuing agency (University of Washington);
- Specific and complete statement of the UW action(s) protested;
- Specific reference to the grounds for the protest;
- Description of the relief or corrective action requested; and
- A copy of UW's written decision on the protest, for appeals to the Technology Services Board (TSB) or to the OCIO.

UW's RFP Coordinator must receive the written protest within five (5) business days after the debriefing conference and must, in turn, immediately notify the Washington State Department of Enterprise

Services (DES) of receipt of the protest. UW must also postpone further steps in the procurement process until the protest has been resolved.

Individuals not involved in the protested procurement will objectively review the written protest material submitted by the Bidder and all other relevant facts known to UW. UW must deliver its written decision to the protesting Bidder within five (5) business days after receiving the protest, unless more time is needed. The protesting Bidder will be notified if additional time is necessary.

8.6.4 Technology Services Board Appeal Process

If a protest arises from an acquisition that requires TSB approval, the Bidder may appeal to the Chair of the TSB if it is not satisfied with UW's decision. Written notice of appeal must be received by the Chair of the TSB within five (5) business days after the Bidder received notification of UW's decision. The Chair of the TSB will establish procedures to resolve the appeal. The resulting decision is final; no further administrative appeal is available.

Appendix A Federal, State and UW Regulations

Bidder must represent and warrant that the solution and services it furnishes pursuant to a contract with UW will comply with all applicable federal, state, or other applicable rules and regulations, including, but not limited to, the following:

Appendix A.1 Federal Regulations

- Age Discrimination in Employment Act (ADEA)
- Consolidated Omnibus Budget Reconciliation Act (COBRA)
- Consumer Credits Protection Act
- Copeland Act
- Davis Bacon Act
- Drug Free Workplace Act
- EEO-1 Report filed annually with EEOC
- Employee Polygraph Protection Act
- Employee Retirement Income Security Act (ERISA)
- Equal Pay Act
- Executive Orders 11246, 11375, 11478
- Fair and Accurate Credit Transactions Act (FACTA)
- Fair Credit Reporting Act (FCRA)
- Fair Labor Standards Act (FLSA)
- Family Medical Leave Act (FMLA)
- Federal Insurance Contributions Act (FICA)
- Immigration Reform & Control Act (IRCA)
- Labor-Management Relations Act (Taft-Hartley)
- McNamara-O'Hara Service Contract Act
- National Labor Relations Act (NLRA) (Wagner Act)
- Occupational Safety & Health Act (OSHA)
- Pregnancy Discrimination Act
- Title I, Americans with Disabilities Act
- Title VII, Civil Rights Act
- Uniform Guidelines of Employee Selection Procedures

- Uniformed Services Employment & Re-employment Rights Act
- Walsh-Healy Act
- Worker Adjustment & Retraining Notification Act (WARN)

Appendix A.2 Washington State Regulations

Description	Link
1050 rule for temporary employees and professional staff exemption	http://apps.leg.wa.gov/wac/default.aspx?cite=357-04-045 and http://apps.leg.wa.gov/wac/default.aspx?cite=357-19-444
Office of the Chief Information Officer (OCIO)	http://www.hhs.gov/ocio/
Classified staff exemptions	http://apps.leg.wa.gov/rcw/default.aspx?cite=41.06.070
Classified, non-union staff	(http://www.dop.wa.gov/Rules/
Cyclical appointment	http://apps.leg.wa.gov/WAC/default.aspx?cite=357-19&full=true#357-19-295
Department of Enterprise Services	http://www.des.wa.gov/
Department of Retirement Systems	www.drs.wa.gov
Employment program	http://apps.leg.wa.gov/rcw/default.aspx?cite=41.06 and http://apps.leg.wa.gov/rcw/default.aspx?cite=41.56
Full-time equivalent	http://www.ofm.wa.gov/policy/25.10.htm
Hourly employees	http://www.ofm.wa.gov/policy/25.30.htm#25.30.30
OMWBE	http://www.omwbe.wa.gov
PERC	http://www.perc.wa.gov

Description	Link
Protest information - Policy #121, App B, "Investment in Information Technology"	http://www.ofm.wa.gov/ocio/policies/documents/121appendixb.pdf
Relocation incentive payments	http://apps.leg.wa.gov/RCW/default.aspx?cite=42.16.010
Revised Code of Washington (RCW)	http://apps.leg.wa.gov/rcw
State Administrative and Accounting Manual (SAAM)	http://www.ofm.wa.gov/policy/default.asp
Technology Services Board (TSB)	http://ofm.wa.gov/ocio/tsb/default.asp
Washington Administrative Code (WAC)	http://apps.leg.wa.gov/wac/.
Washington Electronic Business Solution (WEBS)	(http://www.ga.wa.gov/Business/3start.htm
Washington State Workers Compensation System	http://www.lni.wa.gov/ClaimsIns/Insurance/Learn/Intro/Default.asp

Appendix A.3 University of Washington Rules

Description	Link
Access (ASTRA)	http://www.washington.edu/computing/ASTRA
Benefit rates	http://www.washington.edu/admin/finacct/loadrate.html.
Department of Retirement Systems	http://www.washington.edu/admin/hr/benefits/retirement/index.html
Earnings Types	http://www.washington.edu/admin/hr/ocpsp/earnings/ern.pgs/
Environmental commitments	http://f2.washington.edu/oess/uw-climate-action-plan
Excess compensation for faculty	http://www.washington.edu/admin/acadpers/faculty/excess_comp.html
FLSA overtime	http://www.washington.edu/admin/hr/ocpsp/flsa-ot/ot.html
Career Enhancement Growth Program (CEGP)	http://www.washington.edu/admin/hr/ocpsp/classified/additional-comp.html
Excess compensation for professional staff	http://www.washington.edu/admin/hr/polproc/prostaff/comp.html#add.comp.
Institutional base salary	http://www.washington.edu/research/osp/gim/gim35.html
Job content evaluation factors	http://www.washington.edu/admin/hr/polproc/prostaff/appC.html
Overtime eligible (exceptions that expand overtime eligibility)	http://www.washington.edu/admin/hr/ocpsp/flsa-ot/ot.html#classified
Overtime eligible (for classified, non-union, and contract-classified staff)	http://www.washington.edu/admin/hr/ocpsp/flsa-ot/ot.html.
Personal holiday	http://www.washington.edu/admin/hr/laborrel/contracts/1199/co

Description	Link
	ntract/a14.html
Personal holiday (professional employee)	http://www.washington.edu/admin/hr/polproc/prostaff/leave/holidays.html
Premium pay as defined in SEIU 1199 contract	http://www.washington.edu/admin/hr/laborrel/contracts/1199/contract/a12.html and http://www.washington.edu/admin/hr/laborrel/contracts/1199/contract/appendix04.html
Professional leave	http://www.washington.edu/admin/hr/ocpsp/earnings/plp.html
Professional staff	http://www.washington.edu/admin/hr/polproc/prostaff/appA.html
Professional staff temporary assignment (PSTA)	http://www.washington.edu/admin/hr/contacts/comp.html
Professional staff temporary assignment (PSTA)	http://www.washington.edu/admin/hr/polproc/prostaff/emplmnt.html#temporary
Retention requirement	http://f2.washington.edu/fm/recmgt/
Shared leave	http://www.washington.edu/admin/hr/polproc/leave/shared-leave.html
Tenure clock	http://www.washington.edu/admin/rules/policies/FCG/FCCH25.html
UW IM roadmap	www.washington.edu/uwit/im/roadmap/report
UW retiree	http://www.washington.edu/admin/hr/roles/mgr/hire/retiree/index.html

Appendix B Report Samples

This Section contains samples of the hardcopy reports, the Jolt Report, and the ACH fax totals.

HEPPS produces about 50 other operational reports; for example input transaction registers for the payroll calculation. The functionality of the reports needs to be replaced, but the formats should not be replicated; hence examples are not provided. The majority of these reports are no longer printed. Instead, they are available online in PDF format. The goal is to migrate as many of the existing reports to interfaces or online queries as possible.

Appendix B.1 Jolt Report

The Jolt Report runs monthly and is sent to the U.S. Bureau of Labor Statistics. The report is of medium complexity to produce.

DOL001-JoltReport

First Day of Month: 2/1/2012 Last Day of Month: 2/29/2012 First Pay Period of Month: 2/15/2012

Report Run on 4/5/2012 9:38:53 AM by NEBULA2 \rachelbr

Month	Total Emp	Job Openings	Hires	Quits (Voluntary)	Quits (Non-Voluntary) Incl Layoff	Other Separation	Total Seps
2/2012	35544	780	414	204	18	17	239

```
BRIEF DEFINITIONS:

EMPLOYMENT - Number of full or part-time employees who worked or received pay for the
pay period that includes the 12th of the month.

JOB OPENINGS - Job openings on the last business day of the month. A specific position
exists. Work could start within 30 days. You are actively seeking workers from outside
this location to fill the position.

HIRES - May be a new hire or a previously separated rehire. May be permanent short-term,
or seasonal. May be a recall from layoff. May be an on-call or intermittent employee.
QUITS- (Except retirements)

LAYOFFS/DISCHARGES - Layoffs. Discharges. Terminations of permanent, short-term, or
seasonal employees.
OTHER SEPARATIONS - Retirements. Transfers from this location. Employee disability.
Deaths.

TOTAL SEPARATIONS: QUITS + LAYOFFS/DISCHARGES + OTHER SEPARATIONS.

--------------------------------------------------------------------
DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS
STATEMENT TO RESPONDENT ON THE USE OF ELECTRONIC DATA TRANSMISSION
As a participant in a Bureau of Labor Statistics (BLS) statistical survey, you should be
aware that use of electronic transmittal methods in reporting data to the BLS involves
certain inherent risks to the confidentiality of those data. Further, you should be
aware that responsible electronic transmittal practices employed by the BLS cannot
completely eliminate those risks.

The BLS is committed to the responsible treatment of the data you report and will take
appropriate steps within its ability to protect the confidentiality of those data.
--------------------------------------------------------------------
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Figure 9: Sample Department of Labor Jolt Report

Appendix B.2 ACH Fax Totals

The ACH Fax Totals report runs each pay cycle, and is sent by fax machine to Wells Fargo Bank. This report is of low complexity to produce.

```
WELLS FARGO BANK                     ACH Transmittal Letter

                   FAX (602) 378-1424

                       Attention:

            Wells Fargo Bank, ACH Operations


Company:            University of Washington

Company ID:         [redacted]

Effective Date:

Total Debits:  $    60,672,831.22

Total Credits: $    60,672,831.22

Item Count:         38,722    total

                    38,492    deposits
                       224    prenotes
                         6    other recs



----------------------------                   --------
Authorized Company Signature                     Date
```

Figure 10: Sample ACH Fax Totals Report

Appendix B.3 Payroll Audit Report

The Payroll Audit Report, also called the Payroll Register, is a comprehensive and detailed report of all current pay period payroll activity, including: payments, deductions, contributions, adjustments, expense transfers, check cancellations, *etc*. The report is listed by employee. It includes a summary of the effect of current payroll activity on the employee's year-to-date and quarter-to-date totals and special balances. The report includes all employees, not just those who have activity in the current pay period. The program that produces the report also produces a version sorted by department and a version by check or advice number. The department version lists all employees; the check or advice number version lists only those who have activity in the current pay period.

Each pay cycle the report is copied to microfiche each pay cycle and sent to various UW departments. This report is of medium complexity to produce.

Appendix B.4 Payroll Standard Deduction Register

The Payroll Deduction Report Generator reads report request records, and builds an internal table of the reports and report options selected. It then processes the current payroll calculation activity and the employee database (if any of the requested report options require information from the database), sorts the information as requested, and produces the following reports:

- Pay Message Report showing all reports and report options selected and the disposition of each request.
- Detailed Deduction Report(s) showing all details of employee activity for one or more deductions or reductions.
- Standard Deduction Report(s) showing summary information by employee for a given gross-to-net element or set of elements. If neither year to date nor any other balance is requested, the report data will be taken entirely from the current payroll calculation activity.

Although these reports are written to PDF, they are very large files and may require special consideration.

Appendix C Stage 3 Technical Questions

In Stage 3, Bidders must respond to the additional technical questions in this Appendix. Using Decision Director, respond to the questions in **Appendix C.1** through **Appendix C.4**. UW reserves the right to ask follow-up technical questions based on Bidder's responses.

Appendix C.1 System Architecture Capability

Questions in this category address solution, application, information, and technology architecture.

Area	ID	Question
Architecture Overview	T01027	Describe how your solution architecture supports emerging trends and industry best practices.
Application Architecture	T01028	Describe your approach to externalizing user interfaces from your solution's core application code.
Application Architecture	T01029	Describe how the architecture handles business objects and object-relational mapping.
Application Architecture	T01030	Describe the architectural and software patterns employed by your solution (*e.g.*, MVC, *etc*.).
Application Architecture	T01031	Describe how your solution manages state (session, object, application, *etc*.) and describe your memory management and caching strategies.
Application Architecture	T01032	Describe your solution's approach to distributed transaction processing and concurrency.
Application Architecture	T01033	Describe the solution's capabilities for configuring business rules to trigger transactions or reports; for example, a time trigger that runs a report on the last day of every month.
Application Architecture	T01034	Describe the solution's capabilities for business-rule based execution of data edits and validations for data entering the solution via standard and alternate means (web user interface, batch interface, SOA integration, *etc*.).
Information	T01035	Describe the solution’s capabilities for integrating with external

Area	ID	Question
Architecture		metadata management systems.
Information Architecture	T01036	Provide diagrams and descriptions of the mapping of the solution's semantic data model to the physical data model for each module (including third-party modules) and the logical data model to physical data model for each module and the data relationships between models.
Information Architecture	T01037	Describe how the solution recognizes, tracks, and presents changed data, including deleted/removed data.
Information Architecture	T01038	Describe how the solution handles data archival and historical data storage. How does the solution meet requirements for data retention and destruction?
Information Architecture	T01039	Describe any limitations on the ability to extract information from the solution. Can all tables be extracted at the same level of detail as they are stored? Describe capabilities and limitations for full and incremental (changes only) extracts.
Information Architecture	T01040	Describe any time constraints on standard extracts, and typical elapsed time for standard extracts.
Information Architecture	T01041	Solution must provide a comprehensive audit trail; including: capturing, maintaining, and viewing the complete audit trail log of all transactions, activities, and documents.
Technology Architecture	T01042	*Licensed Software solutions only:* Describe the solution's “most favored” platform; for example, on what hardware and operating system was the current version of the software developed, and which platform gets new releases first?
Technology Architecture	T01043	*Licensed Software solutions only:* Describe your recommended hardware platform and configuration (application servers, database servers, *etc.*) for the production, development, testing, and reporting environments.
Technology	T01044	*Licensed Software solutions only*:

Area	ID	Question
Architecture		Please identify alternate environments that your solution is certified to operate with (hardware, OS, database, application server) for the production, development, testing, and reporting environments.
Technology Architecture	T01045	How does the DBMS integrate with other common authentication and authorization control systems (*i.e.*, LDAP, Active Directory, Shibboleth, *etc.*)?
Technology Architecture	T01046	*Licensed Software solutions only*: Describe the clustering capabilities of the DBMS. What additional administrative requirements does deploying the DBMS in a clustered environment entail?
Technology Architecture	T01047	*Licensed Software solutions only*: Describe the major functionality of administrative tools the DBMS provides for backing up, versioning, and handling change management of databases.
Technology Architecture	T01048	Describe data backup and recovery methodology and limitations.
Technology Architecture	T01049	Describe any UW network architecture and bandwidth requirements of the solution.

Appendix C.2 Integration Capability

Questions in the integration capability address general and application interfaces, workflow, document management, Enterprise Data Warehouse, reporting, and business intelligence (BI) tools.

Area	ID	Question
Interfaces	T02022	Provide detailed and complete technical integration documentation such as APIs, example code, *etc*.
Application Integration	T02023	Describe your solution's capabilities for publishing and subscribing to events and integrating with an event queue or message bus.
Application Integration	T02024	Explain standard HR/Payroll process integration points within the components of the solution; for example, when an employee is hired, does the relevant information flow from compensation to recruiting to payroll and benefits?
Workflow	T02025	Describe how the workflow module maintains workflow history.
Workflow	T02026	Does the solution provide graphical representation of actual and predicted routing paths? Does it display roles and/or names of individuals associated with roles?
Workflow	T02027	Does the solution provide dynamic determination of routing path? What conditions can change a routing path in process, and how does the solution dynamically adjust?
Workflow	T02028	How does the solution accommodate various event triggers including time-based, manual initiation, and conditional (*i.e.,* value of some parameter)?
Workflow	T02029	Describe the interrelationship of the solution's business rules engine and workflow rules.
Workflow	T02030	Describe business process orchestration and how the solution handles it.
Workflow	T02031	Describe the solution's handling of changes in staffing resulting in an active workflow with no staff assigned to an approval role. How does the solution handle authorizations that are in-process and

Area	ID	Question
		waiting for approval? How does the solution deal with orphans? Describe the solution's mechanisms for staff to change the approval route for an active workflow.
Workflow	T02032	Describe the notification mechanisms used by the workflow engine. How is email used in the workflow? How does the solution ensure security standards are met? Describe the required supporting infrastructure including email services.
Workflow	T02033	Describe how the workflow solution provides flexibility in terms of how users interact with workflows, not requiring the use of the solution's native presentation layer (*e.g.,* taking action from a portal).
Workflow	T02034	Describe your solution workflow and approval capabilities for data entered into the solution by means of: (1) self-service, (2) desktop and (3) electronic interfaces. Are workflow and approval capabilities possible for all data entered into the solution? Or only certain types? Please explain.
Reporting, BI, Enterprise Data Warehouse	T02035	Describe how your solution would create electronic versions of reports including dashboard screens and portable documents such as PDF and digitally signed and/or tamper-proof documents.
Reporting, BI, Enterprise Data Warehouse	T02036	Describe report scheduling and distribution capabilities, including any limitations on email, electronic media, or server distribution methods.
Reporting, BI, Enterprise Data Warehouse	T02037	Describe how your solution supports reporting. What limitations exist? Are reports produced from the operational transaction system, or is a separate reporting environment required?

Appendix C.3 Security Capability

Questions in the security capability address technology infrastructure, authorization, and identity management.

Area	ID	Question
Technology Infrastructure	T03015	Describe the physical security capabilities/requirements of the hosting infrastructure.
Technology Infrastructure	T03016	Describe your overall data center security model, including the Tier level of your data center(s), according to TIA/EIA Standard 942, Telecommunications Infrastructure Standard for Data Centers. What security measures are used on the network (hardware firewalls, network segregation)? Who has physical access to the underlying infrastructure? Hosts? To the guest systems? To the SAN? To the network switches? What is your account management strategy for users with elevated access?
Technology Infrastructure	T03017	Describe the security controls in place, including security audits, penetration testing, facility expectations, *etc*. to ensure that the integrity and confidentiality of the data is maintained on servers, databases, and in transit. Describe how a customer will participate in security evaluations.
Technology Infrastructure	T03018	Describe your product's support for certificate-based authentication and encryption for server-to-server communication.
Technology Infrastructure	T03019	Describe the usage of data encryption for both data in transit and data at rest. What data encryption options are available? In particular, does all web access support HTTPS? Can it be configured to require HTTPS?
Technology Infrastructure	T03020	If your solution includes multiple software or application packages, how are the security structures set up and maintained?
Technology Infrastructure	T03021	Describe your security incident response process. Please provide any relevant form documentation of this process.

Appendix C.4 Service Management Capability

Questions in service management capability address solution system operations, technical system administration, availability, business continuity, configuration, product lifecycle, and technical support to enable UW's core administrative systems to be reliable and responsive and operate efficiently.

Area	ID	Question
System Operations	T04020	*Licensed Software solutions only:* Describe the recommended server configuration (including database servers, application servers, web servers, file servers, *etc*.) to handle an organization of UW's size and complexity.
System Operations	T04021	Describe the functions that are commonly performed in a batch mode. On what frequency are they performed?
System Operations	T04022	Can the batch functions be run unattended? If so, describe the triggering capabilities; can functions be triggered by time or by sequence?
System Operations	T04023	Describe the impact on solution performance of batch functions such as the payroll calculation running in the background during the work day.
System Operations	T04024	Describe the mechanisms through which UW technical staff would have access to system and security logs.
System Operations	T04025	Describe your internal controls or tools for tracking users or solution usage or metering to help manage solution licensing/subscriptions.
Availability	T04026	In support of high availability and scalability, describe how the solution detects failures and handles failover and recovery.
Availability	T04027	For the technical architecture of the solution, describe the mechanisms in place to address faults for each technical component.
Availability	T04028	Describe how your SOA and EDA implementation testing methodology and tools assure each implemented service performs as designed, scales to anticipated concurrent load, and handles error or fault conditions correctly.

Area	ID	Question
Availability	T04029	Describe how the architecture of your solution enables cost-effective extensibility, performance, availability and horizontal scalability. Describe how the performance can be tuned (*e.g.*, adjust caching).
Availability	T04030	Describe how your solution deals with and recovers from internal errors and how it supports self-diagnostics.
Availability	T04031	*Licensed Software solutions only:* Describe how your software supports multi-node application server processing so that application server processing load can be distributed, and automatically balanced, across multiple physical servers.
Availability	T04032	Describe your formal load testing procedures. Please note the frequency that such testing occurs (*e.g.,* prior to minor releases, major release, *etc*.).
Business Continuity	T04033	In the event of a disaster, what actions does UW have to take (for example, make network configuration changes on UW's premises) to access the recovered service and to revert back to the primary service.
Business Continuity	T04034	If a disaster recovery site is part of the solution, how is sufficient capacity maintained so that service quality is sufficient?
Configuration	T04035	Describe how your solution supports group and individual personalization, *e.g.*, allowing an administrator or user to create and customize menus that are comprised of the processes performed most often.
Configuration	T04036	Describe the technologies and the technical approaches that are available to customize your product to meet needs not addressable through configuration.
Configuration	T04037	Describe how product customization is handled to minimize the risk and level of effort to install future upgrades.
Configuration	T04038	Describe how configurations are handled to minimize the risk and level of effort to install future upgrades.

Area	ID	Question
Configuration	T04039	Describe the mechanism by which solution control tables such as code tables, dropdown lists, pick lists, and error messages are configured and updated.
Product Lifecycle	T04040	Describe your Software Development Lifecycle, including project management and stage gates, requirements, user experience, design and coding, testing, and change management.
Product Lifecycle	T04041	Describe your product change request intake and prioritization process.
Product Lifecycle	T04042	How is change management handled for SOA, web services, and APIs?
Product Lifecycle	T04043	Describe the documentation provided with major and minor releases. Does this include "net-change" documents outlining additional features and functionality changes? Provide sample documentation from your last two releases.
Product Lifecycle	T04044	Describe how the release strategy affects configuration.
Product Lifecycle	T04045	Describe the typical level of effort required to install major revisions.
Product Lifecycle	T04046	Describe any limitations on incremental upgrades to major revisions. Can interim releases be skipped?
Product Lifecycle	T04047	Describe your process for certifying your solution for use with updated server OSs, DBMSs, and other solution components.
Technical Support	T04048	To provide stable HR/Payroll operations, UW requires a responsive technical support organization. Provide an in-depth description of your incident management, service request management, change management and release management processes including frequency of communicating customer updates and target resolution times by severity level. Describe the level of access to your knowledge management system (incidents, bugs,

Area	ID	Question
		problem resolution, *etc.*) you give your customers.
Technical Support	T04049	Describe the escalation process for unsolved bug reports and mission-critical defects.
Technical Support	T04050	Describe how the functional documentation, data model documentation, and technical documentation is made available.
Technical Support	T04051	When working on a customer problem, do you normally log in to the customer's system to see the problem, or do you try to recreate the problem on your own system?

Appendix D Stage 3 Bidder Questions

In Stage 3, Bidders must respond to the additional Bidder questions in this Appendix. UW reserves the right to ask follow-up Bidder questions based on Bidder's responses. Using Decision Director, please respond to the questions in this Appendix.

Area	ID	Question
Bidder Profile and Stability	B01007	Have you provided products and/or services to UW over the last 5 years? If yes, please describe the services provided and the total value.
Bidder Profile and Stability	B01008	Include proof of certification issued by the Washington State Office of Minority and Women's Business Enterprises (OMWBE) if certified minority-owned and/or a women-owned firm(s) will be participating on this project (see **Attachment I**).
Bidder Profile and Stability	B01009	Does your company have an environmental mission statement? Does your company have a formal sustainability policy? *If you answered "yes" to the above questions, complete the following*: (a) Provide a copy or link to your mission statement and policy. (b) Provide information about your current environmental or sustainability initiatives. (c) How do you ensure and measure the success of your policy and initiatives? (d) Do you publish a company sustainability report? If so, provide a link to it. (e) Describe your efforts to minimize environmental costs associated with your packaging, shipping, delivery, and transportation operations. (f) Are you carbon-neutral or have plans to achieve carbon neutrality? (g) Are you a member of environmental or sustainability organizations? (h) Do you have a company- wide paper reduction program?
Bidder Profile and Stability	B01010	Does your company procure environmentally preferable paper products? Please provide details.

Area	ID	Question
Bidder Profile and Stability	B01011	Do you have an in-house recycling and/or composting program in place? What other programs does your company engage in to address solid waste generation?
Bidder Profile and Stability	B01012	Provide an overview of the senior leadership in your company including name, brief biography, number of years with the company, and number of years in their current position. Key leaders should include: President, CEO, board chair, and the chief officers of Information Security, Finance, Sales, Marketing, Development, Technology, and Customer Support.
Bidder Profile and Stability	B01013	If your company is awarded a contract, please indicate: (a) The location and organization affiliation of the primary account manager; for example, higher education, public sector, medical centers, or HR/Payroll. (b) The location and organization of the primary manager who will be responsible for UW's ongoing customer support.
Bidder Profile and Stability	B01014	UW prefers to work with suppliers who match our values, including those that are diverse, sustainable, and socially responsible. As such, please describe your firm's policies in the following areas: (a) Employee Advocacy (b) Environmental Stewardship (c) Health & Wellness (d) Ethical Principles and Code of Conduct (e) International Labor Standards
Ongoing Support and Maintenance	B05009	When UW places a call to your support organization, who is the first person UW talks to? What is their typical background and experience with the solution?
Ongoing Support and	B05010	Please provide detailed biographies of your account management team as well as the percent of time each will be dedicated to UW

Area	ID	Question
Maintenance		post-implementation.
Ongoing Support and Maintenance	B05011	What kind of background checks do you perform on individuals who will either be assigned to work onsite at customer locations, or who will have access to customer data?
Ongoing Support and Maintenance	B05012	Who within your company is responsible for background and security clearance checks? Please indicate the department head's contact information including phone and email.
Ongoing Support and Maintenance	B05013	Provide a comprehensive description of your solution and technical support organization and capabilities including service hours, methods of contact, number of UW contacts allowed and agreed response times after initial incident report and problem escalation.
Ongoing Support and Maintenance	B05014	What access limits and security levels are in place for the account administration and customer support team?
Ongoing Support and Maintenance	B05015	Provide the complete listing, description and status of all currently existing outstanding Level 1 and Level 2 defects relating to the solution.
Implementation	B06054	Describe your approach for parallel execution of the existing system and your solution, including the approach to final cutover to your solution.
Implementation	B06055	Describe training provided and/or recommended for end users, power users, and technical staff.
Implementation	B06056	Describe the implementation-related technical documentation provided.
Implementation	B06057	Be prepared to demonstrate Bidder's project management tools and training management and delivery tools.

Appendix E List of Select Interfaces

In **Table 16**, the interfaces are classified as low, medium and high complexity. Low complexity means that the data elements and/or mapping are readily known and there are no dynamic features to the interface; medium complexity means that the data elements and/or mapping are not overly complicated but will require some effort to map to the interfacing system; and high complexity means that the data elements and/or mapping are not well known, the interface requires dynamic features or there is some other feature or functionality, in UW's opinion, that makes this interface challenging.

Interfaces that are internal to UW were developed in-house.

Table 16: Selected Interfaces

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
Academic HR System input to EDW	Academic H/R	X		I - EDW	Batch	M
ACH - Automated Clearing House	Wells Fargo		X	O	Batch	L
Alabama	Alabama Department of Revenue		X		Web	M
American Association of University Professors roster and dues	American Assoc. of University Professors		X	O	Batch	M
APL Labor Distribution	Applied Physics Laboratory	X		O	Batch	M
Applicant flow	EOAA/OFCCP	X	X	I/O	Online[3]	L/M
Appointee data via a web service	System to Administer Grants Electronically (SAGE)	X		O	Online	M
ARRA reporting	State and Federal	X	X	I/O	Batch, FTP	H

[3] Produced in response to an audit request

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
Arizona	State of Arizona Dept. of Revenue		X	O	Web	M
Arkansas	Arkansas Dept. of Finance and Administration		X	O	Web	M
Association of Librarians of University of Washington (roster & dues)	Association of Librarians		X	O	Batch	M
ASTRA	UW authorization system	X		I/O	Batch, Online	M
Bargaining unit temporary eligibility	UWHR/HRP	X		I/O	Batch	M
Budget system salary revision processes	UW Budget Office (OPB)	X		I/O	Batch	H
California	California Franchise Tax Board		X	O	Web	M
Checks & Advices	Employees and vendors	X		O	Batch, Online	M
CIM - AI /OSHRD	State of Washington Office of Financial Management		X	O	FTP	H
Colorado	Revenue Online - State of Colorado		X	O	Web	M
Combined Fund Donations	State of Washington		X	I/O	Batch	M

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
	Combined Fund Drive (CFD)					
Common Paymaster Employee Data	University of Washington Physicians (UWP)		X	I/O	Batch	L
Data Warehouse Interface (includes staging and ETL processes)	Enterprise Data Warehouse	X		O	Batch	L
Database Audit Reports	UW-IT IM	X		O	Batch	M
Databridge to SQL	Applications, Departments, UW-IT IM	X		O	Batch	M
DCAP - Dependent Care (enrollment and deduction processing)	Application Software, Inc.(third party)		X	I/O	Batch	L
Department of Labor (DOL)/JOLT	Washington DOL		X	O	Batch	L
Department of Personnel data files	State of Washington Department of Personnel		X	O	Batch	M
Eligible Library Patrons	Libraries	X		O	Batch	L
Employee Self-Service	Employee Self Service	X		I/O	Online	M
Employee/Appointment/Distribution	Patient Care Services	X		O	Batch	L
Encumbrance Processes	Financial Accounting System (FAS)	X		O	Batch	H
Expenditure data to State Auditor	State of Washington		X	O	Batch	L

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
	Auditor Office					
Expense Distribution Processes	FAS System	X		O	Batch	M
Faculty & Teaching Assistants	Office of Educational Assessment	X		O	Batch	L
Fidelity Deduction Activity	Fidelity		X	O	Batch	L
Fidelity Employee Output	Fidelity		X	O	Batch	L
Fidelity Participation Update	Fidelity		X	I	Batch	L
Financial Budget, Org, Account, and Misc Indexes	FAS System	X		I	Batch, Online	M
Financial PR Load, TIME, and Labor Distribution Subsystems	FAS System	X		I/O	Batch	M
Financials - FAS General Ledger	FAS System	X		O	Batch	L
FSA - Flexible Spending Account Deductions	Application Software, Inc.		X	O	Batch	L
FSA - Flexible Spending Account Eligibility	Application Software, Inc.		X	O	Batch	M
FSA - Flexible Spending Account Missed Deductions	Application Software, Inc.		X	I	Batch	L
GAIP - Graduate Student Insurance Plan Deductions	Welfare and Pension Administrative Service (WPAS)		X	I/O	Batch	M
GAIP - Graduate	Welfare and		X	O	Batch	M

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
Student Insurance Plan Eligibility	Pension Administrative Service (WPAS)					
GCIU Local 767M (roster & dues)	Graphic Communication International Union (Teamsters)		X	O	Batch	L
Georgia	Georgia Department of Revenue		X	O	Web	M
Gross Payment Distributions	Various Departments	X		O	Batch	L
Hawaii	State of Hawaii Department of Taxation		X	O	Web	M
HCA – Eligibility File	Washington State Health Care Authority		X	I	Batch	M
HCA - Medical and Dental Billing File	Washington State Health Care Authority		X	I	Batch	H
HEPPS Benefits Applications	UW Benefits Office and Employee Self Service	X		I/O	Batch, Online	M
HEPPS Positive Pay	Wells Fargo		X	I	Batch	M
Homeowners Insurance	Liberty Mutual		X	I/O	Batch	M
HR and Depts. - Temporary Employment Reports	Human Resources (not Academic HR), University of Washington Departments	X		O	Batch, Online	H

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
HRMIS Management Information Systems	Human Resources (not Academic HR), University of Washington Departments	X		I - EDW	Batch, Online	H
Husky Card Eligibility	Housing and Food Service	X		I/O	Batch, Online	L
Idaho	Idaho State Tax Commission		X	O	Web	M
Illinois	Illinois Department of Revenue (Illinois e-Services IL-941)		X	O	Web	M
Inactive Employees with Travel Card	Travel	X		O	Batch	L
Indiana	Indiana Department of Revenue		X	O	Web	M
Inlandboatmen's Union of the Pacific, ILWU (roster & dues)	International Longshore and Warehouse Union		X	O	Batch	L
Involuntary Deduction Report	Payroll Office	X		O	Batch	M
Iowa	Iowa Department of Revenue		X	O	Web	M
IRS FIRE System: 1042-S, 1099-R, 945, and 941	IRS FIRE System		X	O	IRS FIRE System	M

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
Kansas	Kansas Department of Revenue (KW-3)		X	O	Web	M
Libraries - Personnel Detail Report	Office of Financial Management & the UW libraries	X		O	Batch	M
Maine	Maine Revenue Services		X	O	Web	M
Maryland	State of Maryland Dept. of Labor, Licensing and regulation Div. of Unemployment Insurance		X	O	Web	M
Massachusetts	Massachusetts Department of Revenue		X	O	Web	M
Medical Centers Lawson Workforce Mgmt. Systems (WMS)	UW Medicine	X		O	Batch, Online	M
Michigan	Michigan Taxes Department of Treasury		X	O	Web	M
Minnesota	Minnesota Revenue (e-File quarterly)		X	O	Web	M

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
Missouri	Missouri department of revenue		X	O	Web	M
Montana	Montana Department of Revenue		X	O	Web	M
Multiple interfaces	Medical Centers	X		I/O	Batch	M
Nebraska	Nebraska Department of Revenue		X	O	Web	M
New Jersey	New Jersey Division of Taxation		X	O	Web	M
New Mexico	State of new Mexico (CRS-WebFile E-Filing for Combined reporting System)		X	O	Web	M
New York State and City	New York State Department of Taxation and Finance		X	O	Web	M
North Carolina	North Carolina Department of revenue		X	O	Web	M
Ohio	Ohio Department of Taxation		X	O	Web	M

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
OPUS (Personnel Action Form)	University of Washington Departments	X		I/O	Online	H
Oregon	Oregon Department of Revenue		X	O	Web	M
OWLS	Facilities	X		I/O	Batch, Online	L/M
OWLS	Online Work Leave System (departmental use is optional)	X		I	Online	H
Parking deductions	Parking Office	X		I/O	Batch	L
PAS "Core"	Purchasing and Accounts Payable System	X		O	Batch	L
Pay-cycle audit	State Auditor		X	O	Batch	L/M
Payroll calculation control	Payroll Office	X		O	Batch	M
Payroll load and benefit calc	Financial Accounting System	X		I	Batch	M
Pennsylvania	State of PA Employer Withholding (www.etides.state.pa.us)		X	O	Web	M
Person Registry Interface	Security and Identity Management	X		I/O	Batch, Online, and FTP	L
Person, Appointment, Distribution downloads	Departments, Colleges, Major Administrative Areas	X		O	Batch	L

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
Personnel Detail Report	OFM		X	O	Batch, email	L
UW Police Officers Association (roster & dues)	Police Officers Association		X	O	Batch	L
Prevail Credit Union	Prevail Credit Union		X	O	Batch	M
Professional Staff Organization	Professional Staff Organization	X		O	Batch	M
PUC Maintenance	Enterprise Data Warehouse	X		O	Batch	L
Retirement Systems (eligibility list)	State of Washington Department of Retirement Systems		X	I	Batch	H
Retirement Systems (reject file and semi-monthly contributions)	State of Washington Department of Retirement Systems		X	I/O	Batch	H
School Employees Credit Union - Deductions	School Employees Credit Union of Washington		X	I/O	Batch	L
SEIU 1199 University-wide NW Harborview Medical Center Units (roster & dues)	Service Employees International Union 1199		X	O	FTP	L
SEIU 925 University-wide Research Technologist Supervisory Unit (roster & dues)	Service Employees International Union 925		X	O	FTP	L
SEIU 925 University-	Service		X	O	FTP	L

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
wide Research Technologist Unit (roster & dues)	Employees International Union 925					
SEIU 925 University-wide, Non-supervisory Unit (roster & dues)	Service Employees International Union 925		X	O	FTP	L
SEIU 925 University-Wide, Supervisory Unit (roster & dues)	Service Employees International Union 925		X	O	FTP	L
Separated Employees with Travel Card	Travel	X		O	Batch	L
Social Security Administration: W-2 and W-2C	Social Security Administration		X	O	Batch	M
Staff HR Current & Future Pay Scales	Staff HR	X		I/O	Batch	M
Staff/Faculty Directory Interface	Staff Directory	X		O	Batch	L
Standard Deduction Report	Multiple departments and central offices	X		O	Batch	L
Student Athlete Earnings	Student Records	X		O	Batch	L
Student credit hour information	Student System	X		I	Batch, Online	L
Student system "Core"	UW Student Records	X		I	Batch, Online	H
Tax Form Processing	Payroll Office Tax Form System	X		O	Batch, Online	H
Time Reporting	Employee &	X		I/O	Online	H

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
(Departmental web-based time reporting – ETR/PTR)	Departments					
Time Sheet	Employee & Departments	X		I/O	Online	H
TRETI (Departmental Electronic Time Reporting Interface)	Medical Centers & Housing and Food Service	X		I/O	Batch	H
UAW Academic Student Employee Contract (roster & dues)	UAW	X		O	Batch	M
University Complaint Investigation and Resolution Office audits	UCIRO	X		O	Reporting Services	L
Utah	Utah State Tax Commission		X	O	Web	M
UW Bookstore	UW Bookstore		X	O	Online	L
UW Club	UW Club	X		I/O	Batch	L
UWHires	UWHR	X		I/O	Batch	L/M
UW/SEIU 925 Healthcare Professional/Laboratory Technical Unit (roster & dues)	Service Employees International Union 925		X	O	FTP	L
UWRP - UW Retirement Program (TIAA-CREF, Vanguard, Fidelity)	Fidelity		X	I/O	Batch	M
UW Smartcard	IDCARD application	X		O	Batch	L
VIP - Voluntary Investment Program	Fidelity		X	I/O	Batch	M

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
(Fidelity, TIAA-CREF, Vanguard, Calvert)						
Virginia	Virginia Department of Taxation		X	O	Web	M
Voluntary Employee Beneficiary Association (VEBA)	VEBA MEP (Mandatory for qualifying retirees)		X	O	Batch	L
Warrant Register/Check Reconciliation	University of Washington Financial Management	X		I/O	Batch	L
Washington DC	Office of Tax and Revenue		X	O	Web	M
Washington Federation of State Employees (WFSE)	Payroll Office	X		I/O	FTP	M
Washington State Deferred Compensation Program (WSDCP)	State of Washington; Great-West Retirement Services as of 7/1/2010		X	I/O	Batch	M
Washington State Nurses Association (WSNA) UW Medical Center Unit (roster & dues)	WSNA		X	O	FTP	L
WFSE Master Contract (includes Skilled Trades) roster & dues	WFSE		X	O	FTP	L
WFSE Police Management	WFSE		X	O	FTP	L

Interface	Interface Agent	Internal to UW	External to UW	Input (I) Output(O) Bi-directional (I/O)	Accessed by means of	Complexity: Low, Med, High
Association (roster & dues)						
Wisconsin	Wisconsin Department of Revenue (W-7 online)		X	O	Web	M
WSECU Deductions	Washington State Employees Credit Union		X	I/O	Batch	L
Wyoming	Wyoming Department of Workforce Services		X	O	Web	M
Year End Tax Reporting	Social Security Administration	X		O	FTP	H

Appendix F Glossary

Term	Definition
1050 rule	Under Washington State Administrative Code, higher education employees in classified temporary or hourly appointments may not normally exceed 1050 hours annually (excluding overtime hours). This limit is referred to as the “1050 rule.” It is especially critical to track hours if the hourly worker has more than one job assignment during the year. See WAC 357-04-045 (http://apps.leg.wa.gov/wac/default.aspx?cite=357-04-045) for more information. Note: Temporary hires in professional staff or other employment program positions (both hourly paid and monthly paid) are not subject to this rule. See http://apps.leg.wa.gov/wac/default.aspx?cite=357-19-444 for more information.
10-K	Form 10-K is an annual report required by the Securities and Exchange Commission (SEC) for all publically traded companies. It provides a comprehensive summary of the performance of the company.
academic year	Academic year is from July 1st through the following June 30th.
account code	An account code is a coding structure that assigns a number to different types of financial accounts. Account codes are also known as object codes or revenue codes. Account code is a general term that usually refers to a General Ledger Account Number, an Object Code (expenditure), or a Revenue Code. However, it can also refer to a Fund Code. The value of the Account Code determines to which coding structure it refers.
adjunct appointment	Adjunct appointments recognize the contributions of faculty members in secondary units. They are made only to faculty members who already hold a primary appointment in another unit. Adjunct appointments do not confer governance or voting privileges or eligibility for tenure in the secondary unit. These appointments are annual. Renewal is considered annually by the faculty of the secondary unit.
administrative appointment	Academic and nonacademic individuals serve UW in principal administrative positions. Such positions include the Provost; the deans, directors, and chairs of departments or equivalent units; directors of libraries, major institutes and centers; and such other principal administrative officers as may be designated at

Term	Definition
	the time of appointment.
affiliated organizations	Affiliated organizations, such as the VA Hospital, Children's Hospital, and Seattle Cancer Care Alliance, do not use UW to process payroll. Affiliates may, however, appear in the existing payroll system as a way of gaining certain privileges, such as UW email, parking, or ID cards.
annual leave	Hours that are earned by classified non-union, contract classified, and professional staff and librarians earned for each full month of their employment. Employees working less than a full time schedule accrue annual leave hours on a prorated basis. Certain employees, who take more than 10 days of leave without pay in a month, do not accrue annual leave for that month. Currently, annual leave is not allowed for hourly paid staff or faculty. Annual leave is also referred to as vacation.
Apparent Successful Bidder	The Bidder selected as the Contractor to perform the anticipated services, subject to completion of contract negotiations and execution of a written contract.
appointee	Appointees are individuals whose appointment is not paid or does not require any "effort" to be paid. Examples of appointees are: • Stipend recipients • Graduate student RA/TA/SA, whose appointments are requirements of their education, thus exempting them from certain taxes (FICA) and benefits (HCA insurance, retirement, VIP, *etc*.) • Affiliates and courtesy faculty who receive privileges, but are not paid
appointment	An appointment is a unique combination of a person, a position, and an organizational unit. It has beginning and ending dates (including "open-ended"), and a salary. Its status can be active, inactive, or on-leave. Please note that one person may have one or more appointments.
ARRA Stimulus	Defined in **Section 1.3.2** of the RFP.
assignment	The specific duties, location, and duration of work.
ASTRA	ASTRA is a role-based authorization system that stores information about who can use a wide variety of administrative applications and tools at the UW campus. By associating individuals with roles, it sets limits on access to systems,

Term	Definition
	actions that can be performed, and general access restrictions to entities such as budgets or organization codes to name a few. Administrative applications interact with ASTRA to determine if a person is authorized to use a particular system. See http://www.washington.edu/computing/astra/ for more information.
bargaining unit	A bargaining unit is a designated group of positions certified by the Public Employee Relations Commission as authorized to be represented by an exclusive bargaining representative. Normally, once a union is certified to represent employees in positions within a bargaining unit, a collective bargaining agreement is negotiated between the employer and the union. See http://www.washington.edu/admin/hr/laborrel/bargunits.html for more information.
benefit rates, benefit load rates, payroll load rates	Benefit rates – also called benefit load rates – are the amount the employer contributes to benefits such as retirement plans, medical care, Social Security, and Medicare. Benefit rates are tied to Job Codes through the Sub-object Code, which relates to the Employee Type attribute; for example, Employee Type "E" is professional staff, Sub-object code 017. Rates are updated annually in mid-July. The Benefit Rates Table is part of the Financial Accounting System (FAS). Benefit rates are set and managed by Financial Accounting, not HR/Payroll. See http://www.washington.edu/admin/finacct/loadrate.html for more information.
BI	Defined in **Section 5.7.1** (FQUE226) of the RFP.
Bidder	A Bidder is an entity who is participating in the solicitation process and who has taken the "prime" or the lead role in responding to UW's RFP by bringing together a comprehensive enterprise HR/Payroll Solution, including implementation and ongoing support services.
BPR	Business Process Redesign
budget	As used at UW, a budget is defined a plan for spending. In the case of state (non-self-sustaining) budgets, it is also the authority to spend.
budget number	A six-digit (nn-nnnn) control number that is assigned to a particular college, department, or entity in order to track revenue and expenditures.

Term	Definition
candidate bank	A group of job candidates who have passed initial screening and are available for interview for a position, which may or may not have an open requisition. Another term for candidate bank is candidate pool.
CEGP	A negotiated term or certain collective bargaining agreements, a Career Enhancement/Growth Program (CEGP) applies only to select contract classified (bargaining unit) staff members who are paid from pay tables that include CEGP steps. Movement onto CEGP steps is not automatic and not based on increment month date. See the Compensation Office website for more information. (http://www.washington.edu/admin/hr/ocpsp/classified/additional-comp.html).
Chief Information Officer (OCIO)	Office of the Chief Information Officer (OCIO) is a State of Washington office in the Office of Financial Management, http://ofm.wa.gov/ocio/.
classified, non-union staff	Classified, non-union staff members are covered by Washington State Civil Service rules, WAC357, employed in positions that are not covered by a collective bargaining agreement and/or bargaining unit. WAC rules and employer policies consistent with those rules specify classification, compensation, employment and hiring, transfer and promotion, corrective action, and other terms and conditions of employment. The Civil Service rules are on the Washington State Department of Personnel website, http://www.dop.wa.gov/Rules/.
classified staff	Classified staff employees hold a .50 FTE or more appointment and occupy jobs that are covered by the civil service rules and/or labor contracts. State employees are classified, unless exempted from Classified Service. In terms of UW, the term, “classified employee” is made up of Classified Non-union Staff and Contract (Bargaining Unit) Classified employees.
comment	Comments are part of workflows. They are transitory in nature and exist only for the life of the workflow, unlike notes which persist.
compensation schedule	A compensation schedule is made up of ranges and steps that establish basic pay rates for employees in positions that use that compensation schedule. A more formal definition is a “… particular table or array of pay rates prescribed by law or other authoritative source that establishes the basic pay rates for certain employees” (http://www.opm.gov/oca/pay/html/PayPlans.asp).
compensation	Compensation structures include all types of pay ranges and compensation

Term	Definition
structures	schedules that control base pay for employees.
compensatory time	Compensatory time is leave time credited to eligible employees who request and receive supervisor approval or receive such time in lieu of cash payment for extra hours worked, overtime, or holiday work time.
contract classified	Contract classified staff are employed in positions that are part of a bargaining unit covered by a labor contract (also known as a collective bargaining agreement) and negotiated under provisions of RCW41.56.
Contractor	A company that has been awarded the bid and has a contract with UW.
contribution	Contributions are monies contributed by UW on behalf of the employee. These contributions should not be confused with monies paid/contributed by the employee on his/her own behalf for various taxes and benefits programs. Examples of employer contributions include, but are not limited to, FICA, retirement contributions, and a portion of health care premiums.
customer-focused knowledge base	A customer-focused knowledge base is an easily accessible collection of topics which may be used by the licensee to resolve problems or share information within an organization. Customer-focused knowledge bases may include troubleshooting information, articles, white papers, user manuals, and FAQs.
cyclic year appointment	A cyclical appointment is a permanent position in higher education, which is scheduled to work less than 12 full months each year due to known, recurring periods of leave in the annual cycle or due to limited funding. Such positions are most commonly created for 9-, 10-, or 11-month appointments. Cyclical appointments can be reappointed automatically. See WAC 357-19-295 (http://apps.leg.wa.gov/WAC/default.aspx?cite=357-19&full=true#357-19-295) for more information. Contrast with term appointments.
deduction codes	Deduction codes identify formulas for various types of deductions, contributions, and reductions that are applied to an employee's gross salary to give net earnings. In the legacy system they are referred to as gross-to-net.
Deductions	Deductions are amounts subtracted from an employee's gross pay. Some deductions are voluntary, such as Combined Fund donations, and some are involuntary, such as garnishments. These amounts are after-tax deductions

Term	Definition
	from gross earnings. Contrast with reductions.
Demonstration Materials	Defined in **Section 6.2**of the RFP.
Department of Enterprise Services (DES)	Department of Enterprise Services (DES) is an agency of the State of Washington, http://www.des.wa.gov/.
Department of Retirement Systems (DRS)	Department of Retirement Systems (DRS) is a state agency. However, DRS is used colloquially as the name of the State-administered retirement pension plans that are overseen by DRS. The plans administered by DRS that are offered at UW are: public employees (PERS1, PERS2, and PERS3), teachers (TRS1 and TRS3), and law enforcement officers and firefighters (LEOFF). Note: Not all plans are open to new members. See the DRS website (www.drs.wa.gov) and the University Human Resources website (http://www.washington.edu/admin/hr/benefits/retirement/index.html) for more information. As defined in **Section 2.1.1** of the RFP, DRS is also the name of the UW system that manages the interface between the UW's HR/Payroll systems and the Department of Retirement Systems.
DES	Defined in **Section 8.6.3** of the RFP.
earnings record	Record of the appointee's actual distributions is an earnings record. The existing system stores this information in distribution records.
earnings type, earn type, earnings type code	Earnings Type code is a 3-character code. It identifies a group of rules associated with the earnings in that category, such as regular earnings (REG), second shift (SD2), marine premium (M/P), and so forth. In the existing system, Earnings Type transactions are initiated at the department level through the Online Payroll Update System (OPUS), or by the use of exception time reporting (ETR) or positive time reporting (PTR). The Compensation Office website has a list of Professional Staff Earnings Types (http://www.washington.edu/admin/hr/ocpsp/earnings/ern.pgs/index.html) and information about Student Earnings Types (http://www.washington.edu/admin/hr/ocpsp/student/index.html). A list of common Earnings Types can be found at http://www.washington.edu/admin/hr/ocpsp/earnings/ern.pgs/.

Term	Definition
EDMS	Defined in **Section 2.2.1** of the RFP.
EDW	Defined in **Section 2.2.3** of the RFP.
EIM	Defined in **Section 2.2.1** of the RFP.
emeritus appointments	The emeritus title may be given to a retired faculty member, including research and clinical faculty, whose scholarly, teaching, or service record has been meritorious. The normal criteria are at least ten years of prior service as a member of the faculty and achievement of the rank of Professor or Associate Professor. Under certain circumstances the emeritus status may be granted for other titles or levels. Among the types of emeritus appointments are honorific, non-paid, and indefinite.
Employee Type	Employee types are groupings of Job Codes by their governing benefits and regulations. In the existing system, Employee Type is a Job Code attribute. An Employee Type can also be set at the employee level. Other names for Employee Type are Employment Program Type and Employment Condition Set Code (ECS Code) ECS Code is the term used in the data warehouse. The following employee types are used at UW: • B – Contract Classified • I – ICA Contract Staff • R – Retiree • C – Classified non-union • P – Printing Services • G – Graduate Student • F – Faculty & Academic Staff • U –-Undergraduate Student • D – Hall Health Physicians • H – Hourly • E – Professional staff- • S – Stipend • V – Volunteer • N – Faculty, courtesy appointment (non-paid appointment)
employment actions	Employment actions are the day-to-day HR tasks that maintain an employee's data. Examples of employment actions include reallocations, position reviews, in-grade salary increases, temporary salary increases, temporary pay increases, and professional staff temporary assignments, to name a few.
employment	An employment program is defined by a system of governance that establishes

Term	Definition
program	the terms and conditions of employment for positions within the program. The underlying legal authority for individual employment programs derives from state law, and, by extension, relevant Washington Administrative Code, UW policy, negotiated collective bargaining agreements, or other contracts; for example, the civil service employment program derives from RCW 41.06 (http://apps.leg.wa.gov/rcw/default.aspx?cite=41.06). Exempt employment programs, including professional staff and faculty, also derive from RCW 41.06, but are further defined by UW policy. Contract classified employment programs derive from RCW 41.56 (http://apps.leg.wa.gov/rcw/default.aspx?cite=41.56) and the collective bargaining agreements, which set forth the terms and conditions, and so forth.
endowed appointment	An individual may be appointed to a position funded with revenue from an endowment. The faculty member may or may not receive compensation; for example, faculty members are routinely appointed to endowments in which there is no compensation, but the endowment may offer travel or equipment, *etc*. Or, a faculty member may be provided with a regular or summer salary, or an endowed supplement. The goal is to be able to recognize the endowment as part of the overall faculty appointment history, whether compensated or not, in the HR system.
ESS	Defined in **Section 2.2.1** of the RFP.
ETR	An Exception Time Report (ETR) is a type of time report that does not require time to be entered for the employee to be paid. Only exception hours, such as Leave without Pay or Overtime, must be entered, unlike a Positive Time Report (PTR) which requires all time to be entered for the employee to receive payment. An ETR is normally used for a salaried appointment and a PTR is normally used for an hourly appointment.
excess compensation	Excess compensation is designed to pay for services provided outside normal duties for both professional staff and faculty: • For professional staff, it may be paid for exceptional effort, not to exceed 35% of the employee's regular annual salary. See http://www.washington.edu/admin/hr/polproc/prostaff/comp.html#add.comp for more information. • For faculty, it is typically for service performed on a one-time-only basis such as a lecture or workshop. Payment may not exceed 25% of the total full-time rate per month. See http://www.washington.edu/admin/acadpers/faculty/excess_comp.htm

Term	Definition
	l for more information. Note: For faculty, excess compensation may or may not be part of Institutional Base Salary (IBS) and therefore it may have implications for Faculty Effort Certification (FEC). Inclusion in IBS is an Earnings Type attribute. See Grants Information Memorandum 35 (http://www.washington.edu/research/osp/gim/gim35.html for more information about FEC.
faculty	Faculty members are persons paid for instructional, research, and service activities. They are identified by an Employee Type of F and a Job Code that indicates participation in one or more of the above-mentioned activities.
faculty appointments	Faculty members may have 9-month or 12-month appointments: • *Nine-month faculty appointment*: Academic personnel who are employed by UW to serve any 9-month period of time (three periods of three months each). The three periods do not have to be consecutive but must be completed within the four quarters of an academic year. Current practice considers the 9-month appointment to run from September 16 through June 15. • *Twelve-month faculty appointment*: Academic personnel who are employed by UW to serve an 11-month period of time. They are paid salary over twelve months for their 11 months of service. Current practice considers the appointment to run from July 1 through June 30.
faculty effort certification	Faculty effort certification (FEC) is the process of collecting, managing, and reporting signed documentation for faculty salary costs that are charged to grants and contracts. This process happens outside of the HR/Payroll solution. Faculty members are required to report and certify the time spent on instruction, research, administration, service, and clinical activity if the salary costs are charged to grants or contracts. It is handled by the eFECS system. For information about FEC, see Grants Information Memorandum 35.
FICA eligibility	Not all earnings are subject to FICA deductions. In the current system FICA eligibility is a characteristic of the Earnings Type. However, FICA eligibility may be overridden on an individual basis, to either ineligible or eligible for the Medicare deduction only.
flat rate/specific amount	Deductions can be made at a flat rate (percentage) or as a specific amount; for example, an employee may contribute 10 percent of her salary to the retirement

Term	Definition
	plan and $100 to the VIP plan each pay period.
flexible compensation structures	Some existing pay tables have different amounts between step increments, a different number of steps in ranges, and/or different formulas for step increments, such as incrementing by one step or two steps at a time.
FLSA	The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector, and in federal, state, and local governments. See http://www.dol.gov/whd/flsa/ for more information.
FLSA overtime	The FLSA requires that most workers receive a minimum overtime pay rate of 1.5 times the employee's regular pay rate for all hours worked over 40 hours in a seven day workweek. See http://www.washington.edu/admin/hr/ocpsp/flsa-ot/ot.html for more information about FLSA overtime eligibility at UW.
FLSA regular rate	Generally, the regular rate includes all payments made by the employer to or on behalf of the employee (except certain statutory exclusions). The regular rate is determined by adding together the employee's pay for the workweek and all other earnings and dividing the total by the number of hours the employee worked in that week. At UW, state rules and bargaining contracts may provide for overtime payments beyond the FLSA minimum.
full-time equivalent, FTE	Full-time equivalent (FTE) is a unit of measure of State employees. It refers to the equivalent of one person working full-time for one year, approximately 2080 hours of paid staff time. However, two people who are working half-time also count as one FTE. One position may have requirements for multiple FTEs, such as Teaching Assistants or Research Assistants. Note that the definition of FTE may vary with the context in which it is being defined; for example, the calculation of FTE for vacation leave buyout when an employee terminates may differ from the calculation of FTE hours for standby payments. See http://www.ofm.wa.gov/policy/25.10.htm for more information.
funding source	A fund is a fiscal and accounting entity with a self-balancing set of accounts, which record cash and other financial resources together with all related liabilities and residual balances, and revenues and expenditures. Funds are segregated for the purpose of attaining certain objectives in

Term	Definition
	accordance with special regulations, restrictions or limitations. Funds are established by the State of Washington and/or UW to separately account for transactions that belong to separate accounting entities within UW, for example: State General Appropriation, UW Medical Center, and Motor Pool.
GA	Defined in **Section 6.2.1** of the RFP.
grade	Grade or pay grade is a designation of the beginning pay range based on job evaluation factors such as entry qualifications, job content, responsibilities, and impact on the end results. In the current system, grade is an attribute of Job Classification Code.
graduate faculty	The graduate faculty consists of those members of the UW faculty who have been elected by a vote of Graduate Faculty of a unit offering a graduate degree and who thereby become eligible to chair doctoral committees. For additional information see Graduate School Memorandum #12 (http://www.grad.washington.edu/policies/memoranda/memo12.shtml).
graduate student	Any student admitted by the Graduate School in a Pre-master, Master, Post-master, Pre-doctoral-, Doctoral candidate, or Post-doctoral program.
HCA	Defined in **Section 4.6.7** of the RFP.
HEEACT	Defined in **Section 1.3.2** of the RFP.
HEPPS	Defined in **Section 2.2.1** of the RFP.
HMC	Harborview Medical Center
honorific appointment	The UW offers honorary appointments to academic personnel including Visiting Scholars, Emeritus, and courtesy faculty. These appointments may participate in the scholarly and scientific life of the University community and have assorted privileges, among them: borrowing from the library, computer privileges, access to non-classified research facilities, and access to recreational facilities and so forth. These are unpaid positions. The Earnings Types associated with the unpaid position are C/A (Courtesy appointment) or WOS (without salary).
HR/Payroll	Defined in **Section 1.1** of the RFP.
HR/Payroll Solution	Defined in **Section 1.1** of the RFP.

Term	Definition
HRIS	Defined in **Section 2.1.1** of the RFP.
HRMS	Defined in **Section 1.3** of the RFP.
hourly employee	An hourly employee is one whose appointments are paid at an hourly rate. Office of Financial Management policy 25.30.30.b (http://www.ofm.wa.gov/policy/25.30.htm#25.30.30) describes described the computation.
increment date	The date on which a classified employee is eligible to move up to another pay step in their pay range.
in-grade salary increase	A salary increase without a grade change. It is a type of employment action in the professional staff program.
indefinite appointment	Indefinite appointments are appointments that do not have a fixed ending date. Salaried (monthly) appointments having an end date of 99-99-9999 (12/31/9999 in the Enterprise Data Warehouse) are considered indefinite.
Institutional base salary (IBS)	Institutional base salary (IBS) is the annual compensation paid by UW for an employee's appointment, whether that individual's time is spent on research, instruction, administration, service or clinical activity. Institutional base salary excludes any income that an individual is permitted to earn outside of duties for UW. It applies only to faculty. Inclusion in IBS is an Earnings Type attribute. For information about IBS, see Grants Information Memorandum 35 (http://www.washington.edu/research/osp/gim/gim35.html) and the NIH website (http://grants.nih.gov/grants/guide/notice-files/NOT-OD-11-073.html.).
instructional year leave	Leave without pay for time periods between instruction years or academic quarters.
IPS	Defined in **Section 3.23.1** of the RFP.
job classification code	Job Code is a four digit code associated with all UW payroll job titles. Every appointment has a Job Code, which describes the conditions of the appointment with UW, including – but not limited to – conditions of employment, qualifications, benefits, pay scales, employment programs, and responsibilities.
job content	Job content evaluation is a set of factors that are used to determine the grade

Term	Definition
evaluation	assignment of a professional staff position. For the job evaluation factors, see http://www.washington.edu/admin/hr/polproc/prostaff/appC.html.
joint appointment	A joint appointment recognizes a faculty member's long-term commitment to, and participation in, two or more units simultaneously. One unit is designated the primary unit and the others secondary. The individual may or may not be compensated in the secondary appointment.
labor distribution	Labor distributions are a combination of job classification and funds paid on a given budget for a given payroll period for a person. Labor distributions tie to a financial organization structure via the financial organization's relationship to the budget
learning content management system	A learning content management system focuses on the development, management, and publishing of content that typically will be delivered by a learning management system.
learning management system	A learning management system is a software application for the administration, documentation, tracking, and reporting of training programs, classroom and online events, e-learning programs, and training content.
length of service	Length of service is the amount of time a person has worked for an employer. It is used in the determination of benefits; for example, a combination of age and length of service determine when an employee can retire from active UW service if the person is in the PERS 2 retirement plan.
LTD	Defined in **Section 4.6.7** of the RFP.
manual checks	Manual checks are off-cycle payroll checks.
monthly salaried appointments	A monthly employee is one who holds at least one appointment that is paid on a monthly, salaried basis.
MTA	Defined in **Section 5.0** of the RFP.
NIH	Defined in **Section 1.3.2** of the RFP.
non-paid appointment	Some appointments, such as Courtesy Appointees, are unpaid. Non-paid appointments are identified in the current system by Earnings Type. Among the Earnings Type codes for unpaid are WOS (without salary), C/A (courtesy appointment), and PDR (paid direct by an outside agency). These Earnings Types are often used for work done by affiliates. For more information about Earnings

Term	Definition
	Types, see the Compensation Office website (http://www.washington.edu/admin/hr/ocpsp/earnings/ern.pgs/).
notes	Notes are a feature of Workflow. They become part of the permanent record for the transaction or data item to which they are attached, unlike comments, which are transitory.
object code	An object code is assigned to expenditures for the purpose of grouping like transactions. The grouping facilitates recordkeeping, expenditure summaries, budget planning, and reporting. Object codes are also referred to as expenditure codes.
Office of Federal Contract Compliance (OFCCP)	The Office of Federal Contract Compliance is in the Department of Labor (OFCCP) enforces affirmative action and equal employment opportunity required of those who do business with the Federal government. Compliance includes Section 503 of the Rehabilitation Action of 1973, including disability issues related to online application systems, as described at http://www.dol.gov/ofccp/regs/compliance/faqs/dir281faqs.htm.
OFM	Office of Financial Management (OFM) provides fiscal services and policy support to the Governor, Legislature, and state agencies in Washington state.
OPUS	Defined in **Section 2.1.1** of the RFP.
organization code, org code	Organization Code (also known as Org Code) represents the UW organizational structure in a view that is primarily financially oriented. Over time, however, additional organizational hierarchies – such as campus designations, personnel management, workflow and approval, *etc*. – have been added into the structure. 2-00-00-00-00-0 - President 2-10-00-00-00-0 - Dean /VP 2-10-01-00-00-0 - Major Level 2-10-01-01-00-0 - Department 2-10-01-01-01-0 - Division 2-10-01-01-01-1 - Subdivision One Organization Code may have many budget numbers associated with it; however one budget number may be related to only one Organization Code at a time. Over time, one budget may be related to different Organization Codes, but only one at a time.

Term	Definition
overtime-eligible	The FLSA requires that *most* workers receive a minimum overtime pay rate of 1.5 times the employee's regular pay rate for all hours worked over 40 hours in a seven day workweek. UW calls positions that are covered by FLSA overtime regulations "overtime eligible." For more information about overtime eligibility – including how it is handled for classified, non-union, and contract classified staff, as well as exemptions – see http://www.washington.edu/admin/hr/ocpsp/flsa-ot/ot.html. Note: There are exceptions that expand overtime eligibility rules beyond the definition in FLSA; for example, a labor contract may require overtime payment for a job classification. See http://www.washington.edu/admin/hr/ocpsp/flsa-ot/ot.html#classified for more information.
OWLS	Defined in **Section 2.1.1** of the RFP.
pay cards	Pay cards are debt cards issued by an employer to an employee. The card enables employers to pay employees through payroll direct deposit even if they do not have a bank account or relationship. Employees can use the card to withdraw their funds from a bank or a debit card.
pay differentials	Pay differentials are deviations from the regular rate; for example, some shifts carry premiums that are added to the basic wage. Stand-by pay is another example of a differential. It can be added as a flat amount or a percent.
pay range	A range of pay generally bounded by a minimum pay rate and a maximum pay rate with a series of mid-range steps defining pay increases. One Pay Scale Range may be used by many Job Codes. One Job Code may have a relationship to one Pay Scale Range or may not have a relationship to any Pay Scale Range.
pay rate	A derived value that is equal to the full-time rate of pay times the full-time equivalent (FTE). This amount represents the expected amount of pay per month for monthly salaried appointments, or the hourly rate of pay for hourly appointments.
payroll load rates	See benefit rates.
payroll title	The payroll title is the title associated with the Job Code. Other names for the payroll title are Administrative Title and Job Title.
Public Employees	PERC is an independent state agency that is responsible for resolving disputes

Term	Definition
Relations Commission (PERC)	involving most public employers, employees, and the unions that represent the employees. See http://www.perc.wa.gov for more information.
Post entry review messages (PERMs)	Defined in **Section 2.1.1**of the RFP.
person	For purposes of this document, a person is an individual who has an association with UW.
personal holiday	Contract and professional staff are entitled to one personal holiday after the employee has been employed continuously by the institution for more than four months. Rules differ for classified (http://www.washington.edu/admin/hr/laborrel/contracts/1199/contract/a14.html) and professional (http://www.washington.edu/admin/hr/polproc/prostaff/leave/holidays.html) employees; for example, professional employees may donate all or part of their personal holiday to shared leave. The personal holiday is paid at a rate equivalent to the FTE in effect at the time the holiday is taken (*e.g.,* 100% FTE = 8 hours, 75% FTE = 6 hours, 50% FTE = 4 hours.).
pooled position	A single position that allows multiple, simultaneous FTEs.
position	A position is a defined set of work and the combined competencies and related job classification information that describe the requirements for performing the work. A position requires a unique, persistent identifier over time and through systems. A person may be associated with one or more positions. A position exists independent of people and can be vacant.
position budgeting	Position budgeting includes the activities of identifying funds to support the position expenditures, allocating those funds, adjusting the fund allocations, and monitoring actual expenditures against the allocated funds by position
position control	Position control is an umbrella term used to refer to both position budgeting and position management.
position management	Position management is the process of identifying, profiling, classifying, and organizing the required skills, duties, and responsibilities to be assigned to an employee. It also includes the identification of the set of potential privileges and

Term	Definition
	benefits for a position, the monitoring and tracking of positions, and the maintenance of position information.
position review	A position review evaluates the duties and responsibilities of a position to determine an appropriate professional staff payroll title and grade. The position review process may also be used to review a position that is not currently in the Professional Staff Program for inclusion into the Professional Staff Program (http://www.washington.edu/admin/hr/polproc/prostaff/index.html).
premium pay	Premium pay is additional pay earned for specific actions or working conditions; for example, working weekends, holidays, vacation days, call-back, shift differentials, hazard pay, or longevity pay. Union contracts and federal and state laws regulate premium pay; for example, employees covered by an SEIU 1199 contract may receive a shift premium as described in Article 12 (http://www.washington.edu/admin/hr/laborrel/contracts/1199/contract/a12.html) and Appendix IV (http://www.washington.edu/admin/hr/laborrel/contracts/1199/contract/appendix04.html) of the Contract.
primary faculty appointment	The ongoing and underlying appointment of a faculty member, typically professorial. It is this appointment that has voting rights in the Faculty Senate. Professor of English is an example of a primary faculty appointment. In addition to the primary faculty appointment, a professor may hold a joint appointment that is paid or unpaid, in an identical job class code, for example: Professor of English (primary) and Professor of Comparative Literature (joint). Some faculty members have other appointments such as dean, department chair in addition to the primary faculty appointment, or an endowed chair. The additional appointments are not mutually exclusive; for example, a professor may be Dean of the College of Arts & Sciences, Professor of English, and Endowed Chair of the XYZ endowment.
Prime Bidder	Defined in **Section 3.2** of the RFP.
prime contractor	Entity with full responsibility for the performance of all subcontractors in the performance of the contract.
professional leave	Professional Leave is paid leave granted to provide the opportunity for study, investigation, and research. Professional leave is open to persons in the Faculty, Librarians, Professional Staff, Hall Health Physicians, ICA-Contract employee

Term	Definition
	types. Some limitations may apply. For more information about professional leave as it pertains to professional staff, see http://www.washington.edu/admin/hr/ocpsp/earnings/plp.html. For more information about professional leave as it pertains to academic personnel, see http://www.washington.edu/admin/acadpers/faculty/paidprof_leave.html. Note: The term, professional leave, is used in place of sabbatical.
professional staff	The UW Professional Staff Program describes the employment conditions and policies that apply to non-academic staff whose positions meet one or more or the exemption criteria described in Professional Staff Program Exemption Criteria Appendix (http://www.washington.edu/admin/hr/polproc/prostaff/appA.html). Professional Staff are exempt from the provisions of the state civil service system.
proposal	A formal offer submitted in response to this solicitation.
Professional staff temporary assignment (PSTA)	Professional staff temporary assignment (PSTA) may be made for assignments of limited duration (*e.g.*, short-term project, coverage for a regular employee on leave of absence, assistance during peak work load periods, *etc*.). The Compensation Office (http://www.washington.edu/admin/hr/contacts/comp.html) must give advance approval for all temporary professional staff appointments and extensions in accordance with the provisions of the Professional Staff Program (http://www.washington.edu/admin/hr/polproc/prostaff/emplmnt.html#temporary). PSTA appointments may be paid on an hourly or monthly basis depending on the appointment's duration and the number of hours to be worked per week.
Positive Time Report (PTR)	Positive Time Report (PTR) is a type of time report that is used to report time for employees that are paid on an hourly basis, rather than a salaried basis. If an appointment is paid hourly, time worked must be reported for the employee to receive payment. If an appointment is to be paid as salaried, then Exception Time Report (ETR) is used instead of a PTR as the time reporting vehicle. Contrast with ETR.
RCW	Defined in **Section 1.3.4** of the RFP.
reallocation	Reallocation is a type of HR action in which a classified position is assigned to a new Job Class Code.

Term	Definition
reappointment	A process that updates the projected distributions associated with faculty appointments. The process does *not* update the appointment attributes.
recovery point objective (RPO)	The maximum amount of data loss, just prior to a disaster that the business can tolerate without a significant impact to their business function.
recovery time objective (RTO)	The maximum amount of time that a business function can be idle before a catastrophic business impact would result.
reduction	Reductions are a pre-tax deduction that reduces an employee's federal withholding tax subject gross pay and in some cases their FICA subject gross pay. An example of a pre-tax employee deduction that reduces the federal withholding tax subject gross pay is the portion that the employee contributes to his or her retirement. An example of a pre-tax employee deduction that reduces both federal withholding tax subject gross pay and FICA subject gross pay is the employee's payments into a Flexible Spending Account. Contrast with deduction.
relocation incentive payments	A relocation incentive payment is a lump sum payment made to recruit a new employee or retain an existing employee who will have to make a domiciliary move in order to accept a UW appointment. Relocation incentive payment policy is discussed in Administrative Policy Statement 34.2 (http://apps.leg.wa.gov/RCW/default.aspx?cite=42.16.010).
Request for Proposal, RFP	An RFP is a formal procurement document in which a service or need is identified, but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the Bidder community to suggest various approaches to meet the need at a given price.
retirement plan	There are two types of retirement plans available at UW: • Defined contribution plan with a choice of private vendors. This plan, UWRP, is administered by UW. • Defined benefit (PERS2, LEOFF2, *etc.*) and hybrid (PERS3, TRS3) plans. These plans are managed by the Washington State Department of Retirement Services (DRS).
revenue code	An account code that begins with “9” is a revenue code.

Term	Definition
Revised Code of Washington (RCW)	The Revised Code of Washington (RCW) is the compilation of all permanent laws now in force. It is a collection of Session Laws (enacted by the Legislature, and signed by the Governor, or enacted via the initiative process), arranged by topic, with amendments added, and repealed laws removed. It does not include temporary laws such as appropriations acts. The RCW homepage is http://apps.leg.wa.gov/rcw/.
Roadmap	Defined in **Section 2.0** of the RFP.
role	A role defines a set of privileges a person may be granted when using UW's computing resources. A role is not a Job Code, but rather a set of privileges that are necessary to a specific set of tasks. Examples of administrative roles are Payroll Coordinator and Fiscal Analyst.
RU/VH	Defined in **Section 1.6** of the RFP.
SaaS	Software as a Service
sabbatical	See Professional Leave.
separation payments	Separation payments are a type of supplemental payment made when an employee leaves UW. The separation payment can include payouts for unused annual leave, sick leave, and compensatory time (if applicable). Sick leave can be paid in the form of a cash payment placed in a VEBA account. (See VEBA.) Separation payments can also be made when a person changes appointments; for example, from a leave-bearing appointment to a non-leave-bearing appointment.
shadow system	Small-scale applications, databases or spreadsheets developed by end users to meet specific departmental needs that are not addressed in the central system. Shadow systems are not under the control of the central system, although they may pull data from one or more central system sources.
shared leave	Shared leave is a program that allows eligible state employees to donate part of their accumulated annual, sick leave, and personal holiday leave hours to co-workers whose regular paid leave has been depleted because of extraordinary illness. See http://www.washington.edu/admin/hr/polproc/leave/shared-leave.html for more information.

Term	Definition
Shibboleth	The Shibboleth® system (http://shibboleth.net/) provides web authentication services based on industry standards for federated single sign-on between organizations. It is based on the SAML (Security Assertion Markup Language) standard published by OASIS (Organization for the Advancement of Structured Information Standards). Shibboleth provides the UW community with a standards-based solution for UW users to access external web applications and for external users to access UW web applications. Capabilities include support for authentication, user attribute assertions, authorization, privacy, and federations.
shift premiums	Extra pay received by employees for working particular shifts, such as nights, weekends, or evenings.
sick leave	Sick leave is paid leave granted to salaried employees and academic personnel to be used for illness or injury, or as otherwise allowed by collective bargaining agreement, civil service rule, or UW policy. All full-time classified non-union, contract classified, and professional staff earn 8 hours of sick leave for each month of full-time employment. Employees working less than a full-time schedule accrue sick leave hours on a prorated basis. If an employee has more than ten days leave without pay in a month, the employee does not receive a sick leave accrual. Faculty do not accrue sick leave, but are eligible for up to 90 calendar days of paid sick leave per academic year.
SOA	Defined in **Section 2.2.3** of the RFP.
SOW	Defined in **Section 7.8.2** of the RFP.
stipend	A stipend is a payment that is made to an individual to support training or learning experience. As such, they are not considered wages and typically federal withholding tax is not deducted. A stipend is *not* a payment for services rendered.
student	A student is a person enrolled for classes at UW. To hold an appointment in a student Job Code, the student must be enrolled at UW for a minimum number of credits. The number of credits required to qualify varies depending on whether the student is in enrolled as a graduate student or an undergraduate student and in which quarter the student has enrolled; for example, summer quarter or a quarter that falls within the normal instructional year (autumn, winter, or spring quarters).

Term	Definition
subcontractor	A person or business that has a contract (as an "independent contractor" and not an employee) with a Contractor to provide some portion of the work or services on a project that the contractor has agreed to perform.
TA/RA/SA	Teaching Assistant, Research Assistant, or Staff Assistant are types of graduate student appointments. They are covered by collective bargaining agreement between UW and the United Automobile, Aerospace, and Agricultural Implement Workers of America (UAW).
temporary employees	A temporary employee is one who is working for a limited duration. Temporary employees may be hourly or professional. • Hourly employees have a time limit of 1050 hours per year. • Professional employees do not have a corresponding time limit. Temporary hourly employees are not normally eligible for any leave benefits. Temporary employees may be eligible for certain unpaid leave under the Family and Medical Leave Act (FMLA).
tenure clock	Tenure clock refers to a probationary period. The period begins when the new assistant professor begins his or her appointment and ends when the tenure decision is made. See the Faculty Code for more information at http:/www.washington.edu/admin/rules/policies/FCG/FCCH25.html.
term appointments	A term appointment is an appointment in which a person is hired for a specified period, such as Spring Quarter. Term appointments do not renew automatically.
Test Files	Defined in **Section 6.2** of the RFP.
TPI	A professional staff employee who for ten (10) working days or more temporarily assumes additional responsibilities may receive a temporary pay increase (TPI). A TPI requires prior approval of the Compensation Office.
TSB	Technology Services Board Part of the newly created State of Washington Office of the Chief Information Officer. See http://ofm.wa.gov/ocio/tsb/default.asp for more information.
TSI	Temporary salary increase (TSI) applies to classified non-union, contract classified, and printing services employment types who assume additional higher level duties for a limited period of time. Normally, TSI applies to 1 to 5 day assignments. Longer term assignments require Human Resources approval.

Term	Definition
union contracts	A written, legally enforceable collective bargaining agreement between UW and a group of its employees who are represented by an independent trade union.
union eligibility	A Job Code attribute that identifies the labor union and bargaining unit, if any, for which an appointment qualifies when all membership eligibility requirements are satisfied by the person holding the appointment with the Job Code.
UW	University of Washington
UWMC	Defined in **Section 4.6.13** of the RFP.
UW Medicine	UW Medicine owns or operates Harborview Medical Center, University of Washington Medical Center, Northwest Hospital & Medical Center, Valley Medical Center, UW Medicine Neighborhood Clinics, UW School of Medicine, UW Physicians, and Airlift Northwest.
UW Negotiation Procedures	Defined in **Section 7.7** of the RFP.
UW retiree	When an employee retires, his or her information remains in the system. Some retirees retain certain privileges with the University after retirement, such as email. Person receiving retirement benefits from either a State of Washington Department of Retirement Systems plan or the University of Washington Retirement Plan are governed by special rules if they return to employment in a State of Washington Agency. For additional information see http://www.washington.edu/admin/hr/roles/mgr/hire/retiree/index.html.
UWHires	Defined in **Section 2.1.1** of the RFP.
UW-IT/IM	The Information Management division of UW Information Technology.
vacation	See annual leave.
Voluntary Employee Beneficiary	VEBA is a tax-free medical expense account funded by the 25% sick leave cash-out at retirement. It can be used by the retiree and eligible dependents to pay medical expenses after retirement.

Term	Definition
Association (VEBA)	
Washington Administrative Code (WAC)	The Washington Administrative Code (WAC) codifies the regulations and arranges them by subject or agency. The online version of the WAC is updated twice a month. The WAC homepage is http://apps.leg.wa.gov/wac/.
Washington Electronic Business Solution (WEBS)	Washington Electronic Business Solution (WEBS) is a State of Washington bid notification system (http://www.ga.wa.gov/Business/3start.htm).
Washington State Workers Compensation System	The Washington State Worker's Compensation system is administered by the Department of Labor. See the Washington State Department of Labor & Industries website for more information (http://www.lni.wa.gov/).
work schedule	An employee's work schedule is a designated period of work days and work hours that are consistent with the employee's percent FTE. For example: • *Full-time:* A regular work schedule consisting of 40 hours per week • *Part-time:* A regular work schedule of at least 20 hours, but less than 40 hours, per week • *9/80:* A regular work schedule consisting of 80 hours over 9 work days.

Appendix G Network Connectivity Diagram

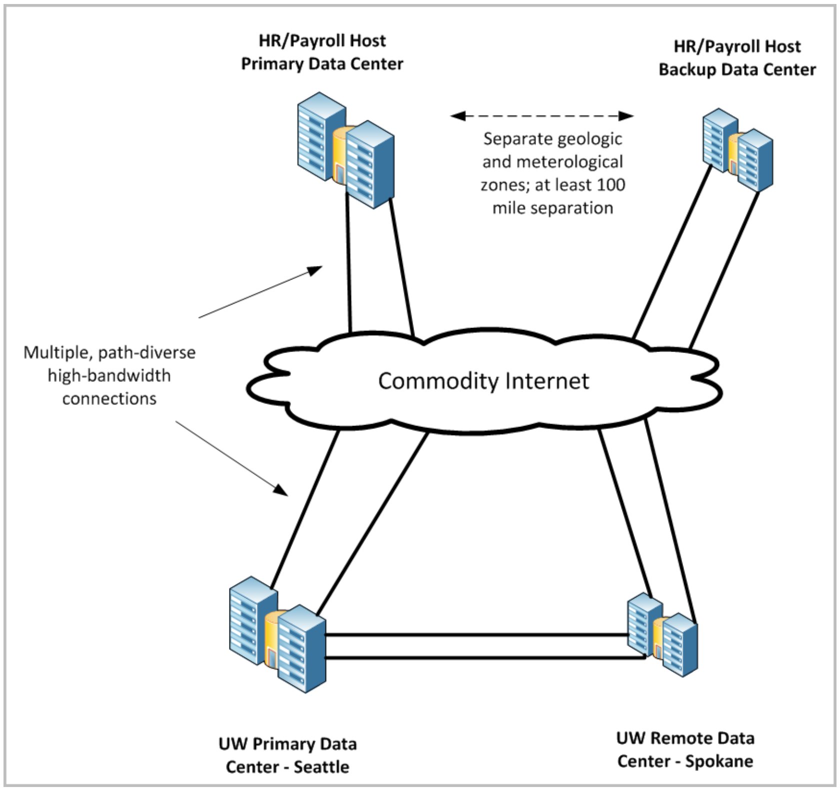

Figure 11: Network Connectivity and Commodity Internet

Appendix H HR/Payroll Practices and Policies

The information below provides brief descriptions on the compensation programs and practices applicable to UW. This overview does not provide information on other practices and policies applicable to UW, including the Faculty Code and other personnel codes, executive orders, practice plans, accreditation and certification requirements, regulatory requirements, administrative, employment and benefits policies, and the like.

Appendix H.1 Pay Practices

UW uses a number of pay practices in its operations. The two most common are Exception Time Reporting (ETR) and Positive Time Reporting (PTR):

- ETR – Employees who are "monthly paid" are paid on an exception basis twice a month. They receive half of their monthly compensation on the 10th of the month and half on the 25th with any exceptions - such as a leave without pay - deducted and any additional premiums added. Employees paid on ETR may be overtime eligible or overtime exempt.
- PTR - Positive time reporting is used for temporary hourly employees who report their hours through time sheets.

For more information about ETR and PTR, see the UW Payroll website, http://f2.washington.edu/fm/payroll/systems.

As an academic institution, there are a significant number of employees who are paid through non-UW sources. Some employees are paid through stipends. Some of those stipends are paid directly from a non-UW source; however, the employee is still tracked in the payroll system. Some faculty members are paid by other affiliated agencies with which the University has a Memorandum of Understanding (MOU). These faculty members are known as "paid direct" faculty and there is a specific earning type used in order to track them in the payroll system. There are also Intergovernmental Personnel Act agreements (IPA's), where there is an MOU between a government agency and the University. In this situation, the salary is transferred by the government agency to the University and the employee continues to receive pay via the UW payroll system, possibly at an increased rate for the period of the agreement.

UW Medicine is exploring the use of Actual Time Reporting (ATR) to bring its pay practices into closer conformity to others in the healthcare industry. This practice would see some overtime-covered employees changed from a salary basis to being paid for the actual hours worked, rather than being paid on an exception basis.

Appendix H.2 Earnings Tracking and Calculation

The current payroll system uses a mechanism, called Earnings Types, to record the number of hours or units earned of specific types of pay such as regular hours worked, shift differentials, and leave without pay. Eligibility for individual Earning Types is based on compensation programs, bargaining agreements, policies, and rules. Earnings Types are a feature of the current payroll system. They capture many of the current pay rules and are helpful in illustrating the complexity of UW compensation rules, agreements, and pay practices. Information about commonly used Earnings Types is found at: http://www.washington.edu/admin/hr/ocpsp/earnings/ern.pgs/index.html.

Appendix H.3 Compensation Programs

The UW has a number of compensation programs in effect. They are governed by a combination of local rule making, legislated requirements, and collective bargaining agreements. The compensation programs are:

- Classified Staff program is made up of both Classified Non-Union schedules, which follow the state schedules, and Bargaining Union schedules, agreed to through bargaining and implemented per contract. There are currently 36 schedules. For more information, see http://www.washington.edu/admin/hr/ocpsp/compensation/index.html
- Professional Staff program is made up of ten broad salary grades and includes FLSA eligible employees, exempt employees, and executive staff. For more information, see http://www.washington.edu/admin/hr/ocpsp/prostaff/index.html
- Academic Personnel have established salary minimums for faculty members with salary determined at the department level. For more information, see http://www.washington.edu/admin/acadpers/
- Student Employees must be enrolled at the UW and meet minimum credit requirements. For more information, see http://www.washington.edu/admin/hr/ocpsp/student/
- Graduate Student Employees are also represented by the United Auto Workers and have additional requirements. For more information, see http://www.grad.washington.edu/students/fa/administeringassistantships.shtml

Appendix H.4 Labor Contracts

The UW currently has 13 labor contracts with unions covering 21 bargaining units, including the Service Employee's International Union, the United Auto Workers, the Washington Federation of State Employees, and the Teamsters. The contracts specify rules of leave use, probationary periods, wages, and other areas that impact pay practices. For more information, see http://www.washington.edu/admin/hr/laborrel/contracts.html

Appendix H.5 State Agencies

In addition to the legislative and executive branches of state government, there are a number of state agencies who have an active role in UW pay practices and agreements:

- Office of Financial Management (OFM) includes the office of labor relations, and the Washington State Human Resources Department's Office of the State Human Resources Director (formerly Department of Personnel). For more information, see their website at http://hr.wa.gov/Pages/DOPHome.aspx. The website includes the Personnel Resources Board at https://fortress.wa.gov/dop/prb/overview.asp. The OFM website is http://www.ofm.wa.gov/.
- The Public Employment Relations Commission (PERC) is a mediation and arbitration body whose decisions can have an impact on pay practices. For more information, see http://www.perc.wa.gov/.

- Benefits agencies make rules that determine eligibility for participation in benefits programs and dictate pay, leave, accrual and other practices for participants. They include the Public Employees Benefits Board (PEBB) http://www.pebb.hca.wa.gov; the Health Care Authority (HCA) http://www.hca.wa.gov and the Department of Retirement Systems (DRS) http://www.drs.wa.gov/.

Appendix H.6 Time & Leave

There are a number of systems and mechanisms for tracking time and leave including:

- Multiple implementations of Kronos.
- Online Work Leave System (OWLS).
- Time and Benefits Accrual (TBA) – An accrual system used by the Medical Centers and some departments in the School of Medicine. The TBA accrual function is required with the state schedule. It remains the system of record for Medical Centers leave and some departments in the School of Medicine.
- Paper forms.
- ETR/PTR functions noted earlier in this section.

However they are tracked, accruals and leave are mandated by state law including the exception for Higher Education. This exception establishes leave accrual rates that can be higher than state mandated rates and leave provisions for Academic Personnel who are not eligible for vacation leave. General state leave information can be found at http://apps.leg.wa.gov/WAC/default.aspx?cite=357-31.

For more information about UW Professional Staff leave information including different accrual rates, see http://www.washington.edu/admin/hr/polproc/prostaff/leave/index.html.

For more information about Academic Personnel leave information, see the “Leaves” section at http://www.washington.edu/admin/acadpers/faculty/index.html.

Attachment A
DETAILED BUSINESS REQUIREMENTS MATRIX

(SEE ATTACHED)

Attachment B
CUSTOMER REFERENCES

(SEE ATTACHED)

Attachment C
SUBCONTRACTOR REFERENCES

(SEE ATTACHED)

Attachment D
KEY BIDDER PERSONNEL REFERENCES

(SEE ATTACHED)

Attachment E
CERTIFICATION OF COMPLIANCE WITH DEMONSTRATION RULES

(SEE ATTACHED)

Attachment F
ISSUES LIST TEMPLATE

(SEE ATTACHED)

Attachment G
ISSUES LIST SAMPLES

(SEE ATTACHED)

Attachment H
Certification of Compliance with UW's Negotiation Procedures

(See Attached)

Attachment I
MINORITY AND WOMEN-OWNED BUSINESS

(SEE ATTACHED)