workday.

Agreement #00162752.0- Confidential

Statement of Work
NASPO Participating Addendum 163462 ("PSA")
(Fixed Fee)

Customer Name	State of Maine
Workday Entity Name	Workday, Inc.
PSA Effective Date	See Participating Addendum 163462, NASPO Valuepoint Cooperative Purchasing Program AR2507 executed herewith
SOW Effective Date	The later of the dates beneath the Parties' signatures below
Currency	USD
Project Name	HCM, USP, CCB, REC, BEN

Customer Contact Information	**Billing Contact**	**Project Contact**
Contact Name	Janre Mullins	Debra Arrington
Street Address **City/Town, State/Region/County** **Zip/Post Code Country**	111 Sewall Street 4th Floor Augusta, ME 04333-0009 United States	268 Whitten Road Hallowell, ME 04347 United States
Phone/Fax #	207.624.7399	207.287.8730
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Primary Location for Onsite Work	
Contact Name	Tonia Ennis
Street Address **City/Town, State/Region/County** **Zip/Post Code, Country**	268 Whitten Road Hallowell, ME 04347 United States
Phone/Fax #	207.624.8825
Email	Tonia.Ennis@maine.gov

This Statement of Work (including Appendix A attached hereto, this "**SOW**") is entered as of the SOW Effective Date listed above and is governed by and subject to the Participating Addendum 163462, NASPO Valuepoint Cooperative Purchasing Program AR2507 (the "**PSA**") between the Workday Customer listed above ("**Customer**") and the Workday entity listed above ("**Workday**") that covers Workday's provision of Professional Services to Customer. Each Customer and Workday shall be referred to in this SOW as a "**Party**" and collectively as the "**Parties.**" In the event of a conflict between the terms of this SOW and the terms of the PSA, the terms of this SOW shall prevail. All capitalized terms not otherwise defined herein shall have the same meaning as in the PSA. This SOW is non-cancelable and non-refundable.

1. General

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

2. Workday Methodology and Project Scope

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

3. Fees and Acceptance of Deliverables

3.1 Workday shall provide to Customer the Professional Services as set forth herein on a fixed fee basis. Customer shall pay all fees and any other amounts due hereunder in the currency designated above and such currency supersedes any other currencies previously quoted. Customer shall pay to Workday the Professional Services fees in connection with the provision of the Professional Services in accordance with the PSA and the Workday-provided invoice. Invoicing will occur as outlined in the table below. Invoices are due in accordance with the PSA. All remittance advice, and invoice inquiries can be directed to Accounts.Receivable@workday.com.

3.2 Workday will invoice Customer for each payment shown in the tables below upon Invoice Date. Customer will pay the invoice within ninety (90) days following Customer's receipt of the invoice.

3.3 The fixed fees due Workday for the Professional Services under this SOW are $7,184,756. Project related travel expenses are included in the fees and will not be billed separately.

	Payment #1	**Payment #2**	**Payment #3**	**Payment #4**	**Payment #5**	**Payment #6**
Stage	**Plan**	**Plan**	**Plan**	**Architect**	**Architect**	**Architect**
Deliverable(s)	Delivery of Initial State of Maine Tenant	Delivery of Change Management Plan	Completion of Project Initiation Delivery Assurance Checkpoint	Completion of Architecture Workshops	Delivery of Finalized Project Plan	Completion of Configuration Prototype Tenant Build
Invoice Date	10/15/2018	12/03/2018	1/14/2019	02/18/2019	3/24/2019	04/17/2019
Percent of Total	0.5%	4%	5.5%	8%	8%	11%
Professional Services Fee	$15,360	$311,359	$403,839	$567,998	$567,998	$763,806

	Payment #7	Payment #8	Payment #9	Payment #10	Payment #11	Payment #12
Stage	**Configure & Prototype**	**Configure & Prototype**	**Configure & Prototype**	**Test**	**Test**	**Test**
Deliverable(s)	Completion of Customer Confirmation Workshops	Completion of Unit Testing	Delivery of End-to-End Test Tenant	Completion of Training Plan	Completion of End-to-End Testing	Delivery of Payroll Parallel Test Tenant
Invoice Date	07/1/2019	07/15/2019	8/4/2019	9/1/2019	10/06/2019	11/03/2019
Percent of Total	15%	4%	5%	7%	9%	6%
Professional Services Fee	$1,070,077	$267,519	$390,079	$495,358	$619,198	$463,359

	Payment #13	Payment #14	Payment #15	Total Fees
Stage	**Test**	**Deploy**	**Production Support**	
Deliverable(s)	Completion of Payroll Parallel Delivery Assurance Checkpoint	Complete HCM Final Configuration Delivery Assurance Checkpoint and Complete Go-Live Authorization Form	Completion of Post Production Support	
Invoice Date	12/1/2019	12/29/2019	01/31/2020	
Percent of Total	6%	7%	4%	100%
Professional Services Fee	$439,679	$517,758	$291,369	$7,184,756

3.4 Project Stages Acceptance Criteria: Except as otherwise mutually agreed, the following procedures shall govern acceptance of each project stage under this SOW. Customer's Project Manager (or his or her designee) shall be Customer's authorized representative ("Acceptor") to (i) accept or reject a project stage, in whole or in part, and (ii) communicate Customer's comments, objections or responses concerning any project stage. The following procedures shall apply upon delivery of each project stage under this SOW to determine Customer acceptance of this stage. The acceptance criteria for each stage shall consist of the specific requirements of this SOW and such additional criteria only as the parties mutually agree upon in writing (the "Acceptance Criteria"). 1) Customer may not unreasonably withhold or delay any acceptance of a project stage. 2) The Acceptor shall use reasonable efforts to promptly review the project stage within five (5) business days after receipt of notification from Workday that the applicable project stage is completed. Within the five (5) business days from notification, the Acceptor shall deliver to Workday either (a) written acceptance (e-mail is acceptable), or (b) a written response describing in sufficient detail the unacceptable portions. Project stages are deemed accepted when Customer formally accepts in writing; however, if Customer does not specifically identify deficiencies in writing within five (5) business days after notification from Workday, acceptance will be deemed received.

4. WORKDAY DEPLOYMENT STEERING COMMITTEE

4.1 The Workday Deployment Steering Committee provides overall governance for the Workday Service deployment. Responsibilities include:

- Ensuring alignment with business objectives
- Monitoring project financials
- Reviewing risk mitigation plans and ensuring the timely resolution of all issues
- Reviewing and approving change requests that impact budget, scope or schedule

4.2 The Steering Committee will meet on a regular basis and be comprised of, at a minimum, Customer Executive Sponsor, Customer Project Manager, Workday Executive Sponsor, Workday Project Director, and Workday Engagement Manager. Failure to organize and agree on a Steering Committee schedule of meetings will result in a stoppage of work.

5. PROJECT CHANGE CONTROLS

5.1 Change is an inevitable part of a project and the Parties shall work jointly to analyze each change for its impact on the project objectives and scope.

5.2 The purpose of a change management procedure is to manage change requests so that approved changes will be controlled, ensuring the leadership team is aligned on the impacts to the project schedule, budget, and agreed deliverables. The primary objectives of the change management procedure are to:

- Manage each change request from initiation through to closure,
- Process change requests based upon direction from the appropriate authority as defined by the Customer,
- Communicate the impact of changes to appropriate personnel, and
- Allow small changes to be managed with a minimum of overhead.

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

A multi-tiered approach will be used to approve Change Orders:

- The Customer Project Manager will analyze and decide to proceed with changes if the changes do not impact scope, budget or schedule or result in an increase in risk for the project.
- Changes that do impact scope, budget or schedule will be forwarded to the Steering Committee for review.
- The Steering Committee will advise the Customer Executive Sponsor of any changes. The Customer Executive Sponsor will make the final decision of approving or rejecting any changes, based upon the information provided by the Customer Project Manager and the input and recommendations of the Steering Committee.

5.4 Either Party may propose a change by identifying it in writing to the Workday Engagement Manager. The Workday Engagement Manager will submit the change request to Customer Project Manager within five (5) business days of identifying the proposed change. Customer Project Manager will then evaluate the proposed change and provide a response to the Workday Engagement Manager within five (5) business days of receiving the request. If the change request impacts scope, budget, or schedule outside of acceptable parameters of either Party, Customer Project Manager will submit the change request to the Steering Committee for review at the next scheduled meeting. Should the next scheduled meeting be more than thirty (30) days later, Customer Project Manager will submit the change request to Steering Committee members via email and request feedback, approval or denial within ten (10) business days of receipt of change request. If the Parties agree on the terms of the change request and that the proposed change exceeds the current scope of this SOW, the Parties will enter a mutually agreed Change Order pursuant to the Change Order Process defined in the PSA.

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

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

6. Expiration of Offer

The offer set forth in this SOW is valid only through October 30, 2018 ("**SOW Offer Expiration Date**"), and in the event this SOW is not executed by such date, the offer may be rescinded by Workday, in which case all terms are null and void, and neither Party shall have any obligation in relation hereto.

7. Signatures

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

STATE OF MAINE	**WORKDAY, INC.**
Signature	Signature
Tonia Ennis	
Name	Name
Director, PMO	
Title	Title
10/17/18	
Date	Date

STATE OF MAINE

____
Signature

David White
____
Name

Deputy Commissioner
____
Title

10/17/18
____
Date

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

1. ESTIMATED CUSTOMER PROJECT STAFFING

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

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

Customer Roles	Plan	Architect	Configure & Prototype	Test	Deploy	Support
Weeks	**12**	**14**	**16**	**16**	**6**	**4**
Project Management/Support						
Project Director	0.50	0.50	0.50	0.50	0.50	0.50
Project Manager	1.00	1.00	1.00	1.00	1.00	1.00
Project Scheduler/PM Assistant	1.00	1.00	0.75	0.75	0.75	0.75
Technical Project Manager	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE's	3.50	3.50	3.25	3.25	3.25	3.25
HCM Team						
Work Stream Team Member	3.25	7.75	7.50	6.25	4.00	2.75
Work Stream SMEs	1.50	1.50	1.50	1.50	1.50	1.50
HCM Lead	1.00	1.00	1.00	1.00	1.00	1.00
HCM Compensation Lead	0.50	1.00	1.00	1.00	1.00	1.00
HCM Payroll Lead	0.50	1.00	1.00	1.00	1.00	1.00
HCM Time & Absence Lead	0.50	1.00	1.00	1.00	1.00	1.00
Security Lead	0.50	0.50	0.50	0.50	0.50	0.50
Total FTE's	7.75	13.75	13.5	12.25	10.00	8.75
Technical Team						
Technical Analysts	1.00	1.00	1.00	1.00	1.00	1.00
Technical Conversion Lead	0.50	1.00	1.00	1.00	1.00	1.00
Technical Integration Lead	0.50	0.75	0.75	0.75	0.75	0.75
Reporting Lead	0.50	0.50	0.50	0.50	0.50	0.50
Total FTE's	2.50	3.25	3.25	3.25	3.25	3.25
Testing Team						
Testing Lead	0.75	1.00	1.00	1.00	1.00	1.00
UAT Testers (Agencies)				5.00		
Total FTE's	0.75	1.00	1.00	6.00	1.00	1.00
Change Management Team						
Change Management Lead	1.00	1.00	1.00	1.00	1.00	1.00

Change Management Team Member(s)		2.00	2.00	2.00	2.00	1.00
Communication Lead	1.00	1.00	1.00	1.00	1.00	1.00
Department Readiness Lead	1.00	1.00	1.00	1.00	1.00	1.00
Department Advocates (OCM)		8.00	8.00	8.00	8.00	
Training Lead	1.00	1.00	1.00	1.00	1.00	1.00
End User Trainer(s) (OCM)			5.00	10.00	10.00	5.00
Change Support Admin	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE's	5.00	15.00	20.00	25.00	25.00	11.00

2. Deployment Approach

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

Based on a projected project start date of October 15, 2018, the estimated duration and estimated completion dates of each Project stage are listed below. A written project plan (the "**Project Plan**") will be delivered in the Plan Stage that will confirm exact dates and duration of each Stage.

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

Phase 1 – HCM/US Payroll/ Benefits/Time Tracking/Absence/Recruiting

	Plan	**Architect**	**Configure & Prototype**	**Test**	**Parallel Support**	**Deploy**	**Production Support**
Estimated Duration	12 Weeks	14 Weeks	16 Weeks	10 Weeks	6 Weeks	6 Weeks	4 Weeks
Estimated Start	10/15/2018	1/7/2019	4/14/2019	8/4/2019	10/13/2019	11/24/2019	1/1/2020
Estimated Completion	1/4/2019	4/11/2019	8/2/2019	10/11/2019	11/22/2019	12/31/2019	1/31/2020

The fees and timeline for this Project are based on the assumptions stated in Section 3.6 General Assumptions. If any of these assumptions are not met, Workday will (i) promptly advise Customer in writing; (ii) use reasonable efforts to mitigate delays and additional costs or fees; and/or (iii) increase its fees to reflect the additional Professional Services rendered because of Customer's failure to meet the identified assumption.

3. Methodology

Workday's Deployment Methodology consists of the following six stages: Plan, Architect, Configure & Prototype, Test, Deploy and Production Support. The following section describes the deliverables that will be created in each stage.

3.1 Plan Stage

The objectives of the Plan Stage are to further define the overall project scope and to develop the procedures and mechanisms required to plan and control the project. This Stage formally documents the detailed project scope to facilitate its execution through the Project Plan. The Plan Stage also defines the team members, roles, and responsibilities, and the project communication approach that will be used throughout the project. This Stage concludes with a kickoff meeting for the project team.

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Project Start Up	Identify and gather project artifacts required to initiate the project including orienting the Customer to the project approach, reviewing scope and establishing the project controls and tools.	• Conduct Customer on-boarding activities • Conduct Customer orientation meetings • Conduct scope review meetings • Provide access to a sample demo Workday Tenant	• Identify internal Project Manager, Training Coordinator • Attend scheduled calls/meetings with Workday
Customer Training Plan	Establish a training plan to support the Workday deployment.	• Confirm Customer completes fundamentals training • Confirm Customer Project Manager Training • Identify core Product Training sessions to attend	• Identify project team members that will attend training programs • Identify project team members that will require access to Workday Community • Schedule, register and attend Workday training classes

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Project Planning Initiation	Activities required to initiate the project include: • Draft Customer Project Plan • Draft Tenant Management Plan • Conduct project work stream sessions including Foundation, Functional, Reporting, Integration, Testing, Configurable Domain Security within Workday, Data Conversion • Conduct Project Manager Kick-off meeting	• Provide initial project plan with deliverables and milestones • Develop initial draft of scope template and project charter • Develop initial draft of Tenant Management plan • Conduct Project Manager Kick-off meeting • Identify required meetings, status reporting requirements and meeting cadence	• Update initial project plan with deliverables and milestones • Work with Engagement Manager to review and refine the project plan • Review scope document and project charter. Provide input as needed. • Begin to finalize resources, roles and responsibilities for the Customer project team • Identify Executive Steering Committee members
Technology Readiness Process	SOM IT and Deployment Certification Policies • Accessibility Policy • Remote Hosting Policy • Deployment Certification Policy • Information Security Policy	• Workday agrees to support Customer's Deployment Certification procedures by making available information that is in Workday Community and anything that's part of the Workday service to Customer.	• Customer will provide SOM policies • Customer will be responsible for completing the Technology Readiness Process

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Foundation Tenant Build	Conduct data analysis, collection and configuration activities to prepare Customer's deployment tenant for the Architect Stage.	• Conduct Foundation Concepts overview sessions • Provide format and layout required for legacy data in configuration workbook • Convert and validate data provided by Customer used in Foundation tenant build	• Identify key stakeholder groups • Attend Foundation Overview Sessions • Extract and transform initial data for Foundation Tenant Build • Provide extracted and transformed data in required format • Participate in stakeholder engagement events
Project Initiation Checkpoint	Workday's Delivery Assurance team reviews the project initiation documents to determine whether the defined scope, tasks and timelines are reasonable and align to the Workday Deployment Methodology.	• Complete and submit Delivery Assurance project review documents • Delivery Assurance Consultants review project initiation documents. Provide feedback to the project team and Customer	• Participate in Project Initiation Checkpoint review meeting and provide feedback as necessary
Test Strategy Document	Provides a detailed testing strategy and framework for deployment	• Provide Testing Strategy document in conjunction with Customer Testing Lead	• Review Testing Strategy document

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Revised Customer HR Purpose, Mission, and Vision Statements	Revisit and revise the Purpose, Mission, and Vision statements from the Customer, updated as necessary for this effort.	• Facilitate consensus with the Department Process Advisory Committee (DPAC) team on the Customer's goals	• Achieve consensus with the DPAC with support and coordination from Workday • Provide informed, empowered representatives from representative Departments who can represent other Departments
Personas for Customer Employee Role Archetypes	Establish definitions of the six employee types that will be used for process definition and round them out with example demographic details to support the use of personas in Customer Journey Mapping exercises.	• Train the team on persona development and establish personas with the team	• Schedule meetings with DPAC Department stakeholder team • Active participation of the DPAC Department stakeholder team
To-be Service Catalog	Establish the Customer's perspective on the services that every Department should expect to receive from HR, with brief descriptions and the channels supported.	• Facilitate cross-department consensus among the DPAC Department team on the services that a Department should expect from the Customer	• Achieve cross-department consensus from the DPAC Department team with support and coordination from Workday • Schedule meetings with DPAC Department stakeholder team • Active participation of the DPAC Department stakeholder team

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Customer HR, Strategy on a Page document	A set of goals, defined by the Customer team, to summarize the project's objectives. These will be described as Objectives and Key Results (OKRs) that will capture the goals and how those goals can be measured	• Facilitate a team perspective from the DPAC Department team on the key goals of the strategy and how those can be measured	• Define a team perspective from the DPAC Department team on the key goals of the strategy with support and coordination from Workday • Schedule meetings with DPAC Department stakeholder team • Active participation of the DPAC Department stakeholder team
Enterprise HR Process Model	Revisit and revise the HRD v2.0 Enterprise Process Model, updated as necessary for this effort. The 2.0 Enterprise Process model will be based on the best-practice catalog from Workday	• Train the DPAC Department stakeholder team on enterprise process model development	• Schedule meetings with DPAC Department stakeholder team • Active participation of the DPAC Department stakeholder team
Enterprise Process Heat Map	The heat map is a multi-dimensional evaluation of processes that uses color to indicate which processes have the highest strategic impact and need the most attention. Conversely, it also shows which processes are not strategically important and where configuration should be minimized.	• Train the team on enterprise process model scoring and revise the heat map with the latest information	• Schedule meetings with DPAC Department stakeholder team • Active participation of the DPAC Department stakeholder team

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Initial Department Impact Assessment	The team will use their knowledge of the Customers' Departments to assess where they expect that transformation efforts will need to be prioritized.	• Assess the anticipated impact on Customer's Departments based on the knowledge of the DPAC Department team	• Schedule meetings with DPAC Department stakeholder team • Active participation of the DPAC Department stakeholder team
As-Is HR Technology Blueprint	A high-level architectural overview of the current Customer HR technology	• Conduct Assessment of Department information provided by the DPAC Department team	• Assessment of and information on the Customer As-Is HR technology by the DPAC Department team with their own Department and the other related Department each representative is responsible for.
Transformation Roadmap	A high-level transformation plan is developed to combine people and process change initiatives to the overall deployment plan.	• Pull together the people, process, and technology change agenda into a coherent plan.	• Active participation of the DPAC Department team and presentation of the plan to senior management.

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Stakeholder Analysis and Impact Analysis	Stakeholder Analysis & Impact Assessment outlines the main stakeholders (individuals or groups), the project's impact, and their role in relation to the program to positively influence their attitude towards the project. Identifies what the expected major changes are, and what concerns and benefits need to be addressed by appropriate change management activities to confirm the current state, and document the required changes as having a 'high', ' medium', or 'low' impact. For stakeholders that will help drive the change, their roles and responsibilities are defined to determine their level of engagement throughout the project.	• Support Customer to identify key people, key process and key technical impacts • Facilitate/conduct stakeholder engagement interviews • Document key change impacts and remediation plan	• Identify key stakeholder groups • Organize/schedule stakeholder engagement interviews • Participate in stakeholder engagement event; • Lead the socialization with key stakeholders and key participants • Review and approve Stakeholder Analysis & Impact Assessment.

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Change Management Approach	Outlines the strategy for the change management effort of the project. This includes the plan for the change network, success criteria to achieving the change, leadership/sponsorship alignment approach, metrics to measuring success, and a reporting framework to assess the project's progression against the project vision at identified project milestones.	• Based on approved Stakeholder Analysis & Impact Assessment, define the overall change enablement strategy to support the deployment of Workday • Conduct information gathering sessions to assist with the creation of the plan to define the sequenced change initiatives needed to prepare and motivate the stakeholders to perform in the target state • Provide guidance to support the socialization of the change with key stakeholders and participants.	• Identify key stakeholder groups • Provide input to communication plans and stakeholder groupings • Review and approve Change Management Approach

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Knowledge Transfer Approach	Documents specific knowledge, skill, competency requirements, and other activities needed to advance identified project roles to their target competency level. This approach provides the Customer a seamless transfer of responsibility and the functional and technical staff members with the knowledge and tools to maintain, operate, and enhance the system at the completion of the contracted performance period.	• Define by role competency requirements for project team members • Establish a Personal Learning Plan per role for project team members • Identify tracking mechanism and expectation on end state success criteria • Manage/update Knowledge Transfer Scorecard	• Participate in Knowledge Transfer Skill Assessment • Determine end state success criteria per project team roles • Provide input on the Knowledge Transfer Scorecard • Review and approve Knowledge Transfer Approach
Readiness Plan	Outlines how the project will track and measure the Customer's progression towards the Workday deployment through proactive feedback monitoring of system adoption. This plan will identify key activities and tasks to address significant concerns and risks, utilizing change adoption surveys and other basic identification means as appropriate. This plan will also identify the tasks required of key stakeholders to successfully adopt and deploy the solution changes.	• Determine readiness approach and measurement criteria • Identify tracking mechanism and expectation of end state success criteria • Provide Readiness Scorecard	• Provide input on Readiness Plan • Primarily responsible for Readiness Plan execution activities • Establish Change Network and communicate project messages throughout • Review and approve Readiness Plan
Training Approach	Provides the training curriculum that will be developed, the delivery method for each training, and stakeholder groups that will require each type of training.	• Conduct training needs analysis • Define training tools, process and methodology for development and deployment of training • Review approach with key stakeholder groups	• Provide input in training needs analysis • Participate in requirement gathering sessions • Review and approve Training Approach

3.2 Architect Stage

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

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Architect Workshops	A series of workshops to expose the Customer to the native best-practice Workday business process. To help the Customer determine the effort required to move each Department to the new Standard. • Foundational Architecture • Functional Configurations • Business Process • Integration • Reporting • Configurable Domain Security within Workday • Data Conversion	• Engagement Manager to work with Customer Project Manager to schedule Design Sessions • Facilitate/conduct design sessions • Provide presentations after completion of design sessions • Provide configuration Workbooks for each of the design sessions	• Identify key stakeholder groups to participate in design workshop • Organize/schedule stakeholder engagement to participate in design sessions • Attend and participate in design session events • Make decisions on design and configuration; including pre-configured functionality • Lead the socialization with key stakeholders and key participants
Architect Documents	Collect, complete and review deployment workbooks for configurations, data conversions, design decisions and business requirements.	• Facilitate/conduct design follow up sessions • Provide presentations after completion of design sessions	• Organize/schedule stakeholder engagement to participate in follow up design sessions • Attend and participate in follow up design session events • Populate configuration workbooks based on format and approach detailed in design sessions • Provide completed configuration workbooks

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Test Preparation (for Configuration & Prototype)	Customer creates test scenario documents to support the Configuration Unit Test	• Facilitate/conduct overview of test scenarios used in Configuration Unit Test • Provide Configuration Unit Test Scenario templates	• Organize/schedule stakeholder engagement to participate in Configuration Unit Test scenario review • Attend and participate in Configuration Unit Test scenario review • Create test scenarios to support Configuration Unit Testing tailored to Customer's business requirements
Finalized Project Planning Documents	Finalize following: • Project Plan including Resource Management Plan • Tenant Management Plan • Test Strategy Document • Initiate Technology Readiness Process • Finalize Scope (Functional, Business Process, Integration, Data Conversion and reports).	• Update project plan with deliverables and milestones based on progress through Architect stage • Update Tenant Management plan • Finalize Scope for (Functional, Business Process, Integration, Data Conversion and reports	• Work with Engagement Manager to review and refine the project plan • Review scope document and project charter. Provide input as needed • Begin to finalize resources, roles and responsibilities for the Customer project team • Prepare and Identify Executive Steering Committee members
Configuration Tenant Build	Tenant build to capture output of architect stage in preparation of Customer confirmation session, additional configuration activities and unit testing.	• Provide format and layout required for data in configuration workbooks • Convert and validate data provided by Customer used in Configuration Tenant build	• Extract and transform initial data for Foundation Tenant Build • Provide extracted and transformed data in required format
Architecture Review Checkpoint	Complete Delivery Assurance Architecture reviews and provide information to project team and Customer for the Foundation Data Model and Time Tracking.	• Prepare Architecture Checkpoint documents • Facilitate/conduct Architecture Review Checkpoints with Customer • Provide completed Architecture documents to Customer	• Organize/schedule stakeholder engagement to Architecture Checkpoint meetings • Attend and participate in Architect Checkpoint meetings

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Integration Approach Review Checkpoint	Workday's Delivery Assurance team reviews the approach for integrations in scope and determines which integrations will require build reviews. The integration approach is then discussed in a meeting with the Engagement Manager, Workday Consultants and Customer.	• Prepare Integration Approach Checkpoint documents • Facilitate/conduct Integration Approach Review Checkpoints with Customer • Provide completed Architecture documents to Customer	• Organize/schedule stakeholder engagement to Integration Approach Checkpoint meetings • Attend and participate in Integration Approach Checkpoint meetings
Revised Enterprise HR Process Model	Revisit and revise the Enterprise Process Model developed in the Plan Stage with necessary revisions and learnings from the Architect Stage.	• Update the Enterprise Process Model based on new learning from the Architect Stage	• Schedule meetings with DPAC stakeholder team • Active participation of the DPAC stakeholder team
Revised Enterprise Process Heat Map	Revisit and revise the Enterprise Process Heat Map developed in the Plan Stage with necessary revisions and learnings from the Architect Stage.	• Update the Enterprise Process Heat Map based on new learning from the Architect Stage	• Schedule meetings with DPAC stakeholder team • Active participation of the DPAC stakeholder team
Architect Stage Sign Off	This form is to document the acceptance and completion of deliverables in the Architect Stage	• Prepare Stage Sign Off document • Schedule Stage Sign Off meeting • Conduct Stage Sign Off document review with Customer • Sign Stage Sign Off document after Customer signs	• Attend Stage Sign Off review meeting • Sign Stage Sign Off document

3.3 Configure & Prototype

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

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Customer Confirmation Sessions	A series of sessions to confirm the Architect Design utilizing the Configuration Tenant.	• Validate design decisions and finalize configuration within the Configuration tenant • Complete gathering configuration requirements as needed	• Customer Workstream Leads to conduct product overview presentations to core team to validate design • Confirm design decision by actively processing transactions in Configuration tenant during these sessions
Configuration Unit Test	Conduct unit testing of configurations; Workday validates unit testing is completed.	• Provide sample test scenarios and templates as needed • Provide support to the Customer testing team • Develop initial test strategy document in conjunction with Customer Testing Lead	• Finalize creation of unit test scenarios • Schedule testing activities and inform project team • Arrange logistics (e.g. testing rooms) as needed • Conduct unit tests in Workday Configure & Prototype Tenant • Identify Test Coordinator to oversee testing activities and track progress
Reports Build & Unit Test	Based on scope and identified to be completed by Workday, reports required for Go-Live are developed and unit tested.	• Build custom reports as called out under Reporting Scope section in SOW • Provide knowledge transfer on Reporting to Customer's identified Reporting team • Ensure Customer knows how to run/test reports • Conduct unit testing of reports	• Prioritize reports creation and assign report ownership • Provide report specifications to Customer Reporting team • Develop and unit test reports where applicable
Customer Confirmation for Custom Developed Reports	Test all custom developed reports	• Modify and/or adjust reports based on feedback	• Process transactions inside the application and test reports. • Provide feedback to Customer and Workday Reporting teams

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Integrations Build & Unit Test	Based on scope, and identified to be completed by Workday, integrations required for Go-Live will be developed and unit tested.	• Work with Customer to gather requirements and finalize integration specifications • Develop and unit test integrations	• Prioritize integrations and assign integration ownership to Customer Integration team • Provide integration specifications to Customer Integration team • Facilitate discussions with vendors where necessary • Develop and unit test integrations where applicable (Customer integrations)
End User Training Plan	Customer creates their Training strategy identifying who will be trained, how they will be trained, the materials that need to be developed, and when and where the training will take place. Workday will review the training strategy.	• Provide assistance as defined in the training strategy	• Develop a training strategy document which includes who and how users will be trained, when users will be trained, and data needed for training • Communicates training strategy to users and solicits feedback
Test Preparation	Workday provides Test Scenario documents and Configuration Change Control Process to support the Testing cycles. Roles and responsibilities will be identified as well as the process for managing issues. Testing Strategy is reviewed by Workday.	• Verify testing schedule considering possible impacts from WD updates • Confirm scope and milestones • Confirm resources and roles	• Review, update and finalize testing strategy and determine exit criteria for each phase of testing • Finalize Test Strategy and Test Plan • Review project risks and identify mitigation activities • Develop comprehensive test scenarios and identify users that will execute the tests • Arrange logistics (e.g. testing rooms and equipment setup) • Identify end users to participate in User Acceptance Testing

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
End to End Tenant Build	Tenant build to capture output of Configuration and Prototype Build to support end to end testing focused on validating configurations, business processes, integrations, data conversion and reporting to validate production like processing.	• Compile tenant build checklist • Complete Test tenant build • Conduct configuration unit testing against Test tenant • Provide Workday-delivered reports to assist Customer with tenant validation	• Update configuration workbooks where applicable • Prepare data conversion worksheets and provide data to Workday • Validate tenant build including data conversion
Configuration Prototype Build Review Checkpoint	Delivery Assurance team will review the End to End Tenant and document the findings in the Configuration Review Template for review by the Project Team including Consultant, Engagement Manager, and Customer. Workday will utilize proprietary tools in the performance of these reviews wherever possible.	• Complete Delivery Assurance review templates for each functional area • Conduct Delivery Assurance Checkpoint reviews for each functional area • Discuss results with project team and Customer	• Attend Configuration Prototype Checkpoint review meetings and provide feedback as necessary
Identify Objectives and Key Results (OKRs) by process family	Work with Process Family Champions and DPAC Department representatives to define the metrics of process health for each Enterprise Process Model process family	• Analyze and refine the OKRs selected in the Plan Stage with the DPAC Department Team	• Schedule meetings with DPAC stakeholder team • Active participation of the DPAC stakeholder team
Process Family Champion Development (PFC)	Assist the Development of the Process Family Champion role and the individual PFCs.	• Coach and support PFCs in their cross-Department role	• Schedule meetings with DPAC stakeholder team • Active participation of the PFC and DPAC stakeholder teams
Training Curriculum	Outlines the list of course, by role, required for the deployment.	• Identify courses to be created by functional area • Define course modules, prescribed delivery method and duration • Review approach with key stakeholder groups	• Provide input in training needs analysis • Participate in requirement gathering sessions • Review and approve Training Approach

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Training Outlines	Training Outlines provide a detailed overview of the content that each training course will cover.	• Draft outlines using approved training templates • Conduct walkthroughs with functional areas to validate content	• Draft outlines using approved training templates • Conduct walkthroughs with functional areas • Review and approve Training Outlines
Configure & Prototype Stage Sign Off	This form is to document the acceptance and completion of deliverables in the Configure & Prototype Stage	• Prepare Stage Sign Off document • Schedule Stage Sign Off meeting • Conduct Stage Sign Off document review with Customer • Sign Stage Sign Off document after Customer signs	• Attend Stage Sign Off review meeting • Sign Stage Sign Off document

3.4 Test Stage

The Testing Stage consists of separate testing cycles: (1) End to End testing, (2) Parallel Testing (Payroll only), and (3) User Acceptance testing. Each test has a different set of conditions and purpose.

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
End to End Testing	Customer conducts testing of Workday solution including configurations, business processes, data conversions, integrations and reports to demonstrate how Workday will function in production. Workday will provide standard end to end test scenarios that Customer will modify to their requirements. Workday will provide guidance to support testing.	• Provide support and resolve issues as necessary • Adjust configuration in collaboration with the Customer project team	• Execute all test scenarios • Document results as defined in the testing strategy • Maintain and update issue list in agreed upon tool • Evaluate whether the test results met the exit criteria for the testing stage
Parallel Tenant Build	A parallel tenant is configured to support Payroll parallel testing.	• Compile Parallel tenant build checklist • Build Parallel tenant • Perform configuration unit testing against Parallel tenant	• Update configuration workbooks where applicable • Prepare data conversion worksheets and provide data to Workday • Validate tenant build including data conversion

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
User Acceptance Testing	A select group of Customer end users conduct testing with defined scenarios to confirm the operation of the Workday. Formal sign off by Customer is required. Workday will provide guidance to support testing.	• Provide support as needed	• Train User Acceptance Testing (UAT) end users • Identify Customer support team to address issue resolution during UAT • Identify a subset of test scenarios from End to End testing that will be used for UAT • Conduct User Acceptance Testing against identified test scenarios • Ensure that the primary users sign a user acceptance testing document indicating whether they accept or reject the system
Payroll Parallel Review (Payroll Only)	Delivery Assurance Team evaluates the design and configuration as it relates to the readiness for Parallel testing and documents the findings in the Configuration Review Template for review by the Consultant, Engagement Manager, and Customer. Workday will utilize proprietary tools in the performance of these reviews wherever possible.	• Complete Delivery Assurance review templates for each functional area • Conduct Delivery Assurance Checkpoint reviews for each functional area • Discuss results with project team and Customer	• Attend Payroll Parallel review meetings and provide feedback as necessary
Payroll: Parallel Testing	A parallel test of Workday Payroll or Payroll interface compared to the Customer's MFASIS system to be completed by Customer. Workday will provide guidance to support Customer tests.	• Provide support as required • Adjust payroll integrations or Workday payroll configuration as needed	• Confirm completion of End to End and User Acceptance Testing prior to Parallel Testing • Determine the pay period to parallel test (minimum of 2 pay to maximum of 3 pay cycles) • Populate the parallel test tenant with production data • Execute payroll and compare results with production

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Regression Testing	If new Workday release occurs during the project, Customer will be required to test new release to confirm project configuration and business processes perform as expected. Workday provides guidance to support testing.	• Identify functionality that could potentially be impacted by the Workday Feature Release update	• Conduct tests to confirm that the functionality still meets requirements as designed • Conduct tests on a subset of test scenarios on functionality where an "up-take" has been done.
Performance Testing	Validates that critical Workday functions and integration meet production performance requirements Workday provides guidance to support testing.	• Provide process and templates for performance testing based on Workday Methodology. • Based on o Completion of the Performance Testing Template – Payroll o Completing the Volume Questionnaire – Payroll • Workday evaluates Customer's performance test results and takes appropriate actions	• Provide information to Workday project team to support performance testing • Conduct/Approve performance testing
Training Course Material	Role-based training material developed for each course, including instructor and participant material. Job-aids and any other supporting material	• Develop training material templates • Conduct walkthroughs with DPAC • Finalize training material with DPAC	• Approve training material template; • Conduct walkthroughs with functional areas to validate content • Finalize training material with functional areas • Review and approve Training Course Material (HCM)

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Cutover Plan	A plan of the cutover from legacy applications to the Workday service, including overall planning, production support and detailed checklist.	• In collaboration with the Customer project team, develop a cutover plan	• Customer creates Cutover plan in collaboration with Workday • Assign ownership of each activity on the plan and target date for completion • Determine cutover meeting cadence and meetings as planned • Develop and finalize an internal post production support structure including processes and procedures for system and data maintenance in compliance with the SOM Remote Hosting Policy
End User Training Materials	Customer develops end-user training aids tailored to the Customer's specific Workday architecture and business processes.	• Provide support as necessary • Provide Workday Adoption Toolkit that will include training materials	• Develop end-user training materials based on Customer design and configuration
Test Stage Sign Off	This form is to document the acceptance and completion of deliverables in the Test Stage	• Prepare Stage Sign Off document • Schedule Stage Sign Off meeting • Conduct Stage Sign Off document review with Customer • Sign Stage Sign Off document after Customer signs	• Attend Stage Sign Off review meeting • Sign Stage Sign Off document

3.5 Deploy Stage

Upon completion of test deliverables, the project is ready to move to production. This Stage includes the completion of final training for Customer's end users, transaction entry into the legacy system(s) is stopped, the final data load(s) into the Workday Service are executed and the Go-Live Checklist is completed.

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
End User Training	Execution of the training strategy defined in the Configure & Prototype stage. Ensure appropriate policies and procedures are updated as needed.	• Provide support as needed • Confirm that end user training has been conducted by the Customer	• Execute training strategy as defined in the Configure and Prototype stage
Gold/Pre-Production Tenant Build	Final configuration and full data conversion load(s) are completed. Customer reviews and approves all data converted into Gold/pre-production tenant. Perform any manual configuration changes.	• Compile tenant build checklist • Build Gold tenant • Copy to Pre-Production tenant and perform configuration unit testing • Smoke test configuration and transactions	• Update configuration workbooks where applicable • Prepare data conversion worksheets and provide data to Workday • Validate tenant build
Final Configuration Review Checkpoints	Workday's Delivery Assurance team reviews the final configured application and documents the findings in the Configuration Review Template for review by Consultant, Engagement Manager, and Customer. Workday will utilize proprietary tools in the performance of these reviews wherever possible.	• Complete final configuration review templates • Conduct Final Delivery assurance review and discuss results with the project team and Customer	• Attend Delivery Assurance review meetings and provide feedback as necessary
Go-Live	Customer approves and signs off on Go-Live activities, detailed in the Go-Live Checklist. Workday Project Manager validates completion.	• Move Gold Tenant to Production • Conduct transition to Production Services • Support the Go-Live survey process	• Obtain sign-off from the Project Manager, Project Director and Executive Sponsor • Send out Go-Live announcement to organization
Post Production Data Conversion	Complete in post-production data conversion as identified in the Go-Live Checklist.	• Provide data conversion support as necessary	• Enter catch up transaction into the production tenant • Load remaining items into production tenant as necessary

Deliverable	Description	Workday Responsibilities	Customer Responsibilities
Production Support	Workday production support begins once the Workday Service has been moved into production. For a period of 4 weeks following Customer's move to production or through the first month-end close, Workday will provide part-time Consulting and Engagement Management support to answer questions and make sure Customer is able to use the Workday Service.	• Provide post production support as required	• Execute all operational activities within the production tenant and report issues to the Workday or Customer support team for resolution
Training Completion Report	Training Completion Report provides the outcomes of end-user training	• Provide subject matter expertise and DPACs on what key inputs are required to track training completion • Review Training Completion Report	• Provide tracking mechanism (or LMS capability) to capture training completion metrics • Review and approve Training Completion Report
Performance Support Plan	Performance Support Plan outlines the support model for Go-Live by listing critical tasks and activities, decision criteria for going live, issue and risk documentation, risk mitigation, communication, and end-user support to enable a smooth transition to the Workday system.	• Provide support to Customer as required	• Define performance support model for Go-Live and beyond • Provide input on the Performance Support Plan • Review and approve Performance Support Plan • Identify issue escalation and ticket management • Define reporting and tracking mechanism

3.6 General Assumptions

Project Management

1. Workday estimates that the services included in this SOW will be performed approximately 70% offsite and 30% onsite at a Customer location over the life of the project. Plan/Architect is more onsite and Configure/Prototype and Test are more offsite. Zoom (or a similar third party application) will be used by Workday and Customer will use Skype (or a similar third party application) for remote meetings. If deemed necessary to meet project deliverables and deadlines, Workday consultants may complete more than 30% of work onsite. Workday reserves the right to issue a Change Order if significantly more onsite work is required.
2. Customer will provide adequate workspace and network connections when services are performed onsite.
3. Customer will make good faith efforts and take reasonable actions necessary to meet all dates set forth in the project plan.

4. Customer is responsible for the timely coordination of internal resources necessary to conduct all required workshops.
5. Customer authorizes Workday to use personnel to provide Professional Services under this SOW from and access PII from the United States
6. If dates are not met by Workday or Customer, Workday reserves the right to issue a Change Order; which may be $0 depending on the scenario.
7. Customer will dedicate resources to the Project on a full-time basis and provide additional resources on an "as needed" basis to assist in such activities as development of requirements definition, data mapping, conversion and user acceptance testing. The Subject Matter Experts (SME's) will provide knowledge and expertise regarding the Customer's current business processes and infrastructure, as well as assist with design.
8. Customer will actively participate in all design workshops required for Workday to obtain any functional design decisions and technical integration specifications necessary to configure the Workday Service.
9. Customer's IT organization is responsible for workstation compliance to Workday's minimum technical requirements, as provided by Workday.
10. Workday's pre-configured Business Processes will be the starting point for the business process workshop activities.
11. Five (5) deployment tenants are included in the scope of this SOW. If additional tenants are required to support Customer's subsequent phases, project conversion or training requirements, additional tenant fees will apply.
12. If the project start date is delayed by Customer for any reason, Customer understands that Workday's ability to staff the engagement and meet the target Go-Live date could be at risk. Workday will work closely with Customer to identify the impacts of any delays and will discuss available options before coming to agreement on the next steps.
13. If Customer cannot meet set completion dates for deliverables and milestones, Workday reserves the right to revisit and revise the project's estimated costs, completion date and approach to completing the project through the Change Order process. If the project is delayed due to circumstances outside the control of Workday, Workday reserves the right to revisit and revise the project's estimated costs through the Change Order process.
14. Changes in scope, different than specified in this SOW, may require a Change Order and may impact cost and project timeline.
15. In support of the estimated project start date and target Go-Live date; this SOW must be executed no later than the Expiration of Offer, as defined in Section 6 of the SOW.
16. All collective bargaining agreements will be interpreted by Customer and provided in a format that supports the scope being deployed.
17. Customer is responsible for documenting any requirements from state laws, legislation, regulations and bargaining agreements.
18. A Department Process Advisory Committee (DPAC) will be established and remain actively engaged to ensure Customer needs are met, and to assist with the identification of risk. This committee consists of SME's from Customer and representatives from up to 8 key Departments. These representatives from up to 8 Departments will need to be identified by the end of the Plan stage.
19. The Customer Project Manager will be empowered to make decisions concerning project activities and approach to expedite the resolution of issues, except where there is significant financial or delivery risk impact to the scope, schedules and budget, in which case the issue will be escalated to the Steering Committee for timely resolution.
20. Workday deployment methodology stages apply to each phase in scope.
21. Time clock hardware is out of scope. Time clock integration is in scope.
22. Time Clocks will continue to contain features and functions for calculating time. Any changes required to the Time Clock due to the integration with Workday must be managed by the Customer. Time from Customer's Time Clocks will be brought into Workday's Payroll input and not Workday Time Tracking.

23. Both Customer and Workday are responsible for logging and resolving issues and tasks into defect and change tracking iMeet Central desktop system or JIRA.
24. Customer is responsible for creating defect and issue status reports. Content for reports will be pulled from iMeet Central desktop system or JIRA.
25. Development of training content and testing tools for Accessibility are out of scope.
26. Customer will identify an Executive Sponsor for the overall effort, with potential sub-sponsors for each phase in scope. The Executive Sponsor will assign a Steering Committee for the Workday project.
27. The Customer is responsible for procuring required third-party licenses to support Tasks and Deliverables described by this SOW (e.g. training authoring tools used to create training material). The third-party software described below is required or recommended to complete the Tasks and Deliverables described by this SOW.

Product Name	**Number of Licenses Necessary**	**Required or Recommended**	**Comments (e.g. description for the use of the product)**
JAWS, Zoomtext and DragonSpeak	Customer Provided - Enterprise	Recommended	Accessibility testing
Microsoft Office Suite	Customer Provided - Enterprise	Recommended	Document Authoring, Project Plan and Work Breakdown Structure, Spreadsheets
iMeet Central Desktop or JIRA	Workday Provided (iMeet) Customer Provided (JIRA)	Required	Issue, Defect and Change tracking
iMeet Central Desktop or JIRA	Workday Provided (iMeet) Customer Provided (JIRA)	Required	Manages project artifacts (file-based deliverables and documentation) during the development lifecycle. The document repository coordinates and controls versioning of deliverables
iMeet Central Desktop or JIRA	Workday Provided (iMeet) Customer Provided (JIRA)	Required	Manages test planning, test preparation, resource management, and test execution
sFTP Server	Workday Provided	Required	Secured File Transfer Protocol Server for protecting Personally Identified Information (PII)
Training Development Application	Customer Provided	Required	Training Content Development application to be identified by Customer
VPN	Customer Provided - Enterprise	Required	Needed for remote access, as required

28. The Workday Project Management office will conduct quality assurance reviews of the deployment, with actionable recommendations shared with the Workday and Customer teams.
29. Customer understands that its use of the Workday Service, and Workday's configuration of it, does not constitute compliance with any Law, including data privacy laws. Customer understands that it has an independent duty to comply with, all, laws applicable to it. If Workday's delivered scope of configuration does not meet Customer's business or legal requirements, Customer may either make the necessary configuration changes itself or engage Workday's Professional Services to do so via Change Order.
30. Customer and Workday will observe US holidays applicable to each during the project.
31. Customer will provide a test environment for any integration between Workday and the Customer's finance system. Delays in providing access to the Customer's finance system or availability of resource may result in a Change Order.
32. Any Configuration and/or Integration required for the Customer's finance system assumes that the design specs are provided by the Customer. Workday also assumes that Customer's resources are identified and available for all design and build activities related to the integration to the Customer's finance system.
33. Any delays in the financial system upgrade that impact any of the Workday phases, may require a Change Order and may impact cost and project timeline.

Plan Stage Assumptions

1. Customer will assign an Executive Sponsor to participate in Steering Committee meetings and be available to resolve issues impacting the success of the project. Executive Sponsor will drive process standardization, simplification and adoption of out-of-the box best practice process. It is the Customer's responsibility to drive standardization and simplification across the Customer's organization.
2. Customer will have knowledge of or provide documentation that reflects existing business processes.
3. The Delivery Assurance checkpoint for the Project Plan Review will be completed before moving to the next stage of the project.
4. Customer will complete Workday training prior to beginning the Architect Stage.
5. Customer is responsible for coordinating project team training. Customer will need to establish the training plan for its team members and ensure they attend the necessary classes before the design sessions which are conducted in the Architect Stage.
6. Customer is responsible for developing a Workday-specific training plan for project team members and tracking training completion prior to design sessions. NOTE: Upfront project team training is different than knowledge transfer activities performed by Workday during the project lifecycle which will supplement the Workday training.

Architect Stage Assumptions

1. Workday and Customer project teams will work together to prioritize each business process, integration, data elements for conversion and reports to be included in the design, and will mutually agree upon the full project scope, with consideration given to timeline and budget. If components of this agreed upon scope are different than specified in this statement of work a Change Order may be required.
2. Workday's delivered pre-configured business processes will be designed by both Workday and the Customer resources during the business process design sessions. Through a series of collaborative workshops, each business process is detailed in a configuration workbook. In the Configure and Prototype stage, business processes will be configured in the Workday Service based on the configuration workbook. Any deviation from the standard pre-configured business process may impact project cost and timeline.

3. Customer project team will use the associated workshops to validate and refine Customer business processes and obtain acceptance of the Workday Service from their internal stakeholders and business process owners.
4. Customer will standardize business processes, business practice, and business policy across the enterprise, where possible.
5. Workday estimates are based on utilizing the Workday delivered Business Processes. If there is a large deviation in the number of Customer's Departments that cannot adopt the standard delivered Business Process, then Workday reserves the right to a Change Order for additional Professional Services.
6. Customer will participate in integration and reporting design workshops and provide the necessary technical specifications for all Workday configured or custom integrations and reports.
7. Knowledge transfer activities will occur during the configuration review workshop, detailed discussions and other reviews as identified by the project team.
8. The Delivery Assurance Configuration Prototype Review checkpoints must be completed prior to moving to the next stage of the project.
9. Customer will participate in Delivery Assurance review meetings with the Delivery Assurance consultants.
10. Customer will streamline the Job Catalog (job profiles/codes, families, compensation grades, etc.) before the Configure & Prototype stage. A standardized job catalog will be needed across Departments.
11. If the existing job catalog is used, the Customer should be prepared for additional data entry and/or manual workarounds where configuration cannot fully automate processes in Workday. The job catalog (Job Profiles, Job Families) will be made consistent for eligibility rules to drive defaulting.
12. Department readiness execution and tracking activities are the responsibility of the Customer. Workday will help develop the strategy, provide best practices and help establish a change network during Plan and Architect. The Customer Readiness Lead and Liaisons will take the output from Architect to leverage for activities such as onsite roadshows/communication dissemination, data collection facilitation, and change network management.
13. Communication content creation and dissemination are the responsibility of the Customer. Workday will help develop the communication strategy/plan and cadence/approval process, and provide best practices based on previous implementations. The Customer Communication/Readiness teams will create communication content and determine distribution vehicle using the communications plan as a guide, via the Readiness Liaisons and established Change Network.
14. Customer must deliver data for the Configuration Tenant three weeks prior to Configuration & Prototype stage. Four weeks prior to Configuration & Prototype stage, the Customer may provide up to 3 data pulls for validation. Customer will have one week to pull data to be validated.

Configure & Prototype Stage Assumptions

1. Prototype configuration activities will primarily be completed offsite by the Workday team members.
2. Customer Work Stream Team Member(s)/Testers will complete unit tests and receive Customer approval prior to the decision to move into Test stage.
3. Workday will provide standard test scenarios to be used as a foundation; however, Customer will need to create detailed test scenarios/cases based on their user requirements and system configuration.
4. The Test stage cannot be entered without the completion and approval of the Configuration Prototype Review and the Integration Approach Review by the Workday Delivery Assurance team.
5. Customer must deliver data for the Test Tenant three weeks prior to Test stage. Data must be clean during the extraction and when turned over to Workday.

Test Stage Assumptions

1. Customer is responsible for finalizing the Test Strategy and user test scenarios and scripts prior to the start of the Test Stage.
2. Knowledge transfer activities related to Customer's Workstream Leads and Workstream Team members for the Workday Service, will occur during End-to-End testing and include detailed discussions and other reviews as identified by the project team.
3. Workday will complete train-the-trainer training, and the Customer will be responsible for conducting end-user training.
4. Customer will be responsible for coordinating all the logistics of training including registration, wait listing, and printing of material for end-user training.
5. Customer will provide the training facilities, and training equipment (computers and projectors) for Train-the-Trainer and end-user training.
6. Workday recommends that the project will use the Customer's Learning Management System, if one exists, for end user training. No Learning Management System will be deployed by Workday; however, Customer's Training Administrator will have access to the Workday Learning Center to manage project team Workday training.
7. Customer must deliver data for the Payroll Parallel Tenant three weeks prior to Payroll Parallel stage. Data must be clean during the first extraction due to time constraints during testing stage and turn over to Workday.
8. Customer is responsible for all data extraction and transformation. This task must be done three weeks prior to the Parallel test stage.

Deploy Stage Assumptions

1. Production Cut-Over is defined as the final conversion of the Gold Build with Transition to Production and completion of the Final Configuration Delivery Assurance Checkpoints. Customer will be deemed in Production after these activities occur. The period of Post Production Services, as defined in this SOW, will commence after Customer is in Production with Workday.
2. Post Production Services will be provided for a period of 4 weeks from the Production Cut-Over. Any additional assistance past this duration will require a Change Order.
3. Customer will restrict non-essential transactions and configuration in the system(s) it is converting from during a pre-defined period-of-time identified in the project plan to minimize the impact to the move to production and post-production activities.
4. Knowledge transfer of system usage and administration to Customer is complete and the Customer Workday support team is operating independently with minimal part-time support of Workday consultants.
5. Changes to the Workday Service in production will be made by Customer with support by the Workday consultants.
6. The Delivery Assurance final configuration checkpoints must be completed prior to moving the tenant into production.
7. Customer will participate in Delivery Assurance review meetings with the Delivery Assurance consultants
8. Training for Help Desk agents is not included in this SOW.
9. Customer must deliver data for the Gold Tenant four weeks prior to Go-Live.
10. Data must be clean during the extraction and turn over to Workday. The key fields must have valid values that have referential integrity and must be 99% complete for accuracy of worker data population.

4. Roles and Responsibilities

The following roles are required to make the project successful.

4.1 Workday Roles

Workday project team roles and responsibilities included in this SOW are described below. The extent of each Workday team member's involvement will vary by task as defined in the Project Plan. Hours estimates, by resource and project Stage, are defined in the Estimated Fees section. Workday will notify Customer of any change in the Workday team mix that may be necessary from time to time. Customer reserves the right to review Workday staff resumes prior to assignment to the Project. If Customer has concerns over consultants or other Workday personnel assigned to customer's project, Customer shall document and bring such concerns to the attention of Workday. Workday shall take reasonable measures to resolve such concerns unless such concerns would be illegal if applied to Customer's own personnel. Workday will report its intended resolution to Customer. Customer recognizes that removal of Workday's personnel may impact schedule and critical milestones as it may not be possible for Workday to assign an immediate replacement to Customer's project. If Workday agrees that replacement of personnel is warranted and appropriate, it will not charge Customer for the number of hours needed to familiarize the replacement with the project, which includes any replacement training and any services that are to be re-performed due to a replacement.

Workday Roles	Description
Executive Sponsor/ Project Sponsor	Confirms that the appropriate Workday resources are available for the project and works with the Workday Project Director and/or Engagement Manager to resolve escalated issues in a time-effective manner. Serves on the Steering Committee. The Executive Sponsor will be actively engaged with the Executive and Senior Leadership oversight and governance of the project.
Project Director	Leads the program management of the Workday-owned deployment as defined in this SOW and provides direction to Workday deployment team(s) for critical deliverables, milestones, issues, and project risks. The Project Director participates on the Steering Committee and may also assist in managing executive stakeholder engagement for multi–functional (e.g., HCM, Payroll, Time Tracking, Benefits, Recruiting) projects.
Engagement Manager	In collaboration with the Customer Project Manager(s), guides the Workday deployment using Workday's standard methodology. Engagement Managers are responsible for co-developing the Project Plan with the Customer Project Manager, staffing Workday resources to execute the Project Plan, and managing the schedule and project budget, as well as mitigating project risk and resolving issues that will arise.
Functional Work Stream Architects	Consultant(s) responsible for the functional architecture across the Workday Service platform (HR Work Stream, Compensation Work Stream, Payroll Work Stream, etc.). Confirms architecture and design is appropriate across multiple waves (or phases) of deployment. Provides support of the work stream requirements and team.
Functional Work Stream Leads	Consultants responsible for configuring, developing, and guiding Customer's solution for a work stream. Work stream leads will guide the Customer work stream lead and the overall project through the Architect, Configure & Prototype, Test, and Deploy Stages for the work stream. Work stream lead roles and responsibilities include: • Advise and/or manage scope, configurations, development and resolution areas • Provide guidance adopting the out-of-the-box best practice processes from within the application • Support unit testing • Perform knowledge transfer to Customer work stream leads • Provide assistance and guidance to Customer work stream leads during Configuration & Prototype, System Testing, User Acceptance testing, Deployment and Production support
Functional Consultants	Consultant(s) responsible for assisting work stream lead in areas including functional design, configuration, testing support, and production support.
Technical Work Stream Architects	Consultant(s) responsible for the determining the integrations, data conversion, configurable security, reporting approaches, and architecture in support of the work stream requirements and team.

Workday Roles	Description
Technical Work Stream Leads	Consultant(s) responsible for configuring, developing, and guiding Customer's solution for Integrations, Data Conversion, and Reporting. Technical work stream leads will guide the Customer work stream lead and the project through the Workday Methodology Stages for the work stream. Work stream lead roles and responsibilities include advising and/or managing scope, configurations, development and resolution of issues; supporting unit testing; performing knowledge transfer to Customer work stream leads and providing reasonable assistance and guidance to Customer work stream leads during Configure & Prototype, System Testing, User Acceptance testing, Deployment, and Production support.
Technical Consultants	Consultant(s) responsible for developing integrations and reports based on the Integrations Strategy and Report Strategy. Load data and assist with data conversion. Assist with production support.
Test Work Steam Advisor/ Coordinator	Supports the Customer's Testing work stream lead regarding Workday best practice iterative testing approach. (Include for Advisor) Facilitates a Testing Kickoff meeting and two working sessions with the Customer's team to ensure testing preparedness based on the Customer's test strategy. (Include for Test Coordinator) Provides administrative oversight during test phases.
Delivery Assurance Team	Conducts Project Initiation, Configuration, and Integration reviews at major project milestones (aka checkpoints). Workday will utilize proprietary tools in the performance of these reviews wherever possible.
Delivery Assurance Support Team	Provides support on the Project Initiation checkpoint, perform reviews on Compliance Checkpoints, and communicates issues with the Workday project team; follows-up on any issues including late or incomplete checkpoints.
Change Management Lead	The Change Management Lead partners with the Customer's Change Management lead to co-lead all Change Management activities for the Customer's deployment, which includes the Communications, Stakeholder Management, Training, and Readiness work streams.
Department Readiness Lead	The Department Readiness Lead partners with the Customer's Department Readiness lead to co-lead the readiness capability of the project during Plan and Architect phases to prepare impacted stakeholders for the Workday deployment.
Communications Lead	The Communications Lead works closely with the Customer Communications Lead to develop the communications strategy for the project and support the execution of communication to stakeholders.
Training Lead	The Training Lead partners with the Customer's Training Lead to co- develop the training strategy and oversee curriculum development for the project. This includes the rollout of Train-the-Trainer and serving as an advisor to the Customer's training resources to rolling out end-user training.

4.2 Customer Roles

Customer will assume responsibility for the following roles and tasks.

Customer Roles	Description
Executive Sponsor	Responsible for ensuring appropriate Customer resources are available for the project, working with the Workday Executives to resolve escalated issues in a time-effective manner, and signing off on key deliverables (as defined in Milestone section) throughout the project. The Executive Sponsor must be an active and visible resource on the project. They must also help drive process simplification and standardization across the Customer to leverage the best practice processes within Workday.
Steering Committee	The Steering Committee is a group of high-level stakeholders responsible for championing the project and raising awareness of its importance to the broader Customer community, providing input, resolving issues, escalating to the Executive Sponsors those that cannot be resolved, driving and managing change through the organization, and communicating with other key organizational representatives.
Project Director / Program Director	Provides direction to Customer deployment team(s) for critical deliverables, milestones, issues, and risks. Ensures solution design is end-to-end focused and drives desired outcomes and user experience. Responsible for overall program management, including project management of all non-Workday components of the program, including program costing and reporting for all Customer costs, logistics, and resources; tracking of all project issues and risks; assignment of owners and due dates for resolution; program change management; and managing all program work streams to minimize potential impact to the Workday Service deployment.

<table>
<tr><th>Customer Roles</th><th>Description</th></tr>
<tr><td>Project Manager</td><td>
In collaboration with the Workday Engagement Manager(s), the Project Manager guides the Workday deployment using Workday's standard methodology. Project Managers are responsible for staffing Customer resources to execute the project plan, schedule, and budget as well as to mitigate project risk and resolve any issues that may arise.
The Program/Project Manager(s) ("Project Manager") is responsible for managing the project to completion. The Project Manager is responsible for tasks including: performs a variety of tasks including:

Co-developing, managing and maintaining the project plan,
Managing the issue and key decision log
Setting deadlines and evaluating milestones
Assigning Customer project responsibilities
Providing project status update to Project Executive Sponsors and Steering Committee members on a regular basis. The Project Manager also escalates issues that may impact the Go-Live date to the Steering Committee. Project Manager will assist Work Stream Leads as required with project stream activities and deliverables including but not limited to status reports, issue logs, escalations, etc.

Project Management will include all non-Workday components of the program as follows:

Program costing and reporting for all Customer costs, logistics and Customer resources
Customer stream and project task coordination
Track all project issues and risks and assign owners and due dates for resolution
Program Change Management
Managing and controlling all streams and activities of the program to minimize potential impact to the Workday deployment. Typically, these will consist of:

Graphical Timeline of Program – separate and independent from Workday Graphical Timeline
High Level Program Plan and streams as needed for non-Workday components

</td></tr>
<tr><td>Technical Project Manager</td><td>
In collaboration with the Project Manager(s), the Technical Project Manager guides the technical requirements of the Workday deployment using Workday's standard methodology. Project Managers are responsible for staffing Customer resources to execute the project plan, schedule, and budget as well as to mitigate project risk and resolve any issues that may arise.
The Technical Project Manager is responsible for tasks related to the technical aspects of the project including:

Co-developing, managing and maintaining the technical tasks of the project plan,
Track all project issues and risks and assign owners and due dates for resolution
Setting deadlines and evaluating milestones
Assigning Customer project responsibilities
Providing project status update to Project Manager, Project Executive Sponsors and Steering Committee members on a regular basis. The Technical Project Manager also escalates issues that may impact the Go-Live date to the Project Manager and Steering Committee. Technical Project Manager will assist Work Stream Leads as required with project stream activities and deliverables including but not limited to status reports, issue logs, escalations, etc.
Scrum Master for Sprints (as required)

</td></tr>
</table>

Customer Roles	Description
Project Scheduler/PM Assistant	The Project Scheduler will manage the scheduling of the overall Workday project plan. The tasks related to scheduling include: • Organize, implement and maintain scheduling management system supporting Workday project and plans. • Assist to set up tasks and sub tasks to ensure satisfactory realization of project contract requirements as scheduled. • Log project time-lines and maintain database of tasks and its status. • Log all new information into database and provide scheduled reports for contract coordination and reporting purposes. • Interact with project staff to schedule work and coordinate assignments • Maintain project schedule in MS Project • Interact with project team and task managers to develop and update detailed schedules and identify variances from original plan. • Evaluate project schedule progress and performance and identify developing problem areas. • Analyze critical path and constraints to determine effect of changes to schedule. • Develop and update weekly short interval schedule working with project team. • Suggest management of risks affecting project schedules. • Provide weekly project status report to Change Management PM to include in overall weekly project status report to keep management informed on project progress. • Conduct analysis to recommend alternative courses of action or recovery on slipped schedules. • Interact with Project Business Analyst to coordinate master project plan and sprints / tracking in agreed upon tool.
OCM Project Manager	Responsible for facilitating project and end user adoption of the Workday Service within Customer's user community, including communication and training. Some responsibilities may include enterprise-wide communication of the project, developing training strategies and plans, and ensuring the Customer's users are ready and willing to adopt the Workday Service upon deployment of the new system. The OCM Project Manager is responsible for working with the Workday Readiness lead to roll out the readiness plan for these units.
Work Stream Lead(s)	Responsible for scoping functional and technical areas in the project (e.g., HCM, Payroll, Benefits, Testing) Responsibilities include: • Gather requirements from all other areas within the organization. • Make all functional/technical decisions for that Work stream • Escalate to the Project Management Team to obtain decisions • Coordinate with the Test Lead to ensure timely execution of testing • Work with the Workday Work Stream Lead in configuring the system • Actively participate in knowledge transfer from the Workday Work Stream Lead to ensure self-sufficiency to support issue resolution by start of UAT • Responsible for completing all required training
Work Stream SME(s)	Responsible for assisting the Work Stream Lead(s) in scoping functional and technical areas in the project (e.g., HCM, Payroll, Benefits). Integration SME will also serve as a single point of contact for integrations and managing third party vendors. Tasks include, but are not limited to, becoming knowledgeable about Workday functionality and navigation; documenting existing processes (only if needed to understand implications of adopting standard process); contributing to the change management implications of adopting the new standard business processes; testing.

Customer Roles	Description
Work Stream Team Member(s)/Testers	The Work Stream Team Member(s) are assigned by Customer to be responsible for scoping functional and technical areas that are in scope on the project (e.g. HCM, Payroll, Integrations, Data Conversion, Testing, etc.) Responsibilities include the following: • Develop the testing use cases and test cases for test execution • Work in conjunction with the Workday Work Stream Leads in the configuration of the system. Complete hands on activities as assigned. • Actively participate in receiving knowledge transfer from the Workday Work Stream team members to ensure self-sufficiency to support issue resolution by start of UAT.
Data Work Stream Lead	Leads Customer's data extraction and transformation activities, responsible for coordination of delivering Customer Data into the different prototypes. Responsible for completing all required training.
Data Work Stream Team Member(s)	The Data Work Stream team members will work with the data work stream lead to extract, cleanse, consolidate data for the Workday conversion. Team members will be responsible for correcting data within the source system and extracted data files so that data can be loaded within workday.
Test Lead	Responsible for establishing tools for storage, tracking execution of testing scenarios, enabling routing to Workday consultants, and establishing all management reports to track testing execution and analyze quality. In collaboration with Customer Project Manager, will establish criteria for success and go/no go criteria. Lead will obtain any Workday mandatory performance testing and develop the test strategy and resource plan during the Plan Stage of the project. Responsible for completing all required training.
Security Work Stream Lead	Responsible for the entire Workday security configuration, including the creation, maintenance, and editing of on-going system roles utilized by Customer. The Security Work Stream Lead is responsible for determining what roles employees will be granted in the Workday Service, performing periodic audits to ensure users are regularly reviewed, and providing guidance on system security capabilities. This includes provisioning (i.e., granting access to tenant for those beyond deployment consultants). Responsible for completing all required training.
Project Business Manager & Internal Audit Representative	Collaborates with Customer Work Stream Leads to review Customer's checkpoints, and security and legal requirements as required by the project. Reviews project documentation, product configuration, business processes, etc., to help ensure project quality. Provides guidance upon request and during the delivery of the diagnostic reviews.
Subject Matter Experts	Subject Matter Experts (SME's) are responsible for supporting team leads as assigned. Tasks include, but are not limited to, becoming knowledgeable about Workday functionality and navigation; documenting existing processes (only if needed to understand implications of adopting standard process); contributing to the change management implications of adopting the new standard business processes; testing; and, developing training and communication materials.
Change Management Lead	The Change Management Lead works with the Workday Change Management Lead to manage all change management activities for the Customer's ERP deployment, which includes Communications, Change, Training, and Readiness work streams. The overarching goal of change management will be to drive the Customer-wide adoption of standardized and simplified business processes and business rules. It is explicitly not the objective to automate existing processes or rules. The Change Management team will help the identified DPAC Departments to drive this fundamental change on behalf of their peer-group departments.

Customer Roles	Description
Communications Lead	The Communications Lead works with the Workday Communications Lead to develop the communication strategy for the project and oversees the execution of all communications to stakeholders.
Training Developers	The Training Developers supports the development of the training material required for delivery of the training curriculum.
Trainers	Trainers deliver instructor lead training sessions.
Training Logistics Lead	The Training Logistics Lead coordinates all logistics for the end-user training including identifying locations for Instructor-Led Training (ILT), Virtual Instructor-Led Training (VILT), managing the LMS capability for the project, uploading Web-Based Trainings (WBT) setting up and managing registrations for courses, and printing material.

5. WORKDAY PROJECT SCOPE

5.1 Product/Functionality

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

Functional Configuration and Setup

Foundation	Description	Assumptions
HCM	Core HR	Setup including tenant configuration, worker data.
HCM	Supervisory Organizations	Supervisory, 8 companies, 5 matrix orgs, 3 custom orgs types, up to 100 of each type, 500 cost centers, 15 regions, 25 business units, 20 unions, 8 pay groups, 5 retiree orgs, up to 10 related org type hierarchies (including location hierarchies).

Foundation	Description	Assumptions
HCM	Staffing Models/Job Profiles	Staffing Models: Position Management for majority of supervisory organization and use of Job Management, where required. Up to 10 job family groups, 50 job families, 3000 job profiles, 1 management level hierarchy, 25 work shifts. Out of Scope - work functions Excludes the setup of Position Budgets; which will be setup and maintained in the Customer's budgeting application
HCM	Business Process Framework (Employee and Manager Self-Service)	Business Process Framework for all orgs, manager and employee self-service.
HCM	Onboarding	Minor updates to Workday Setup Business Process configuration, using e-Verify
HCM	Union Setup	Only worker data. Up to 20 unions. Union dues have added eligibility rules in payroll. Worker data, Compensation, Absence and Benefits change as union workers progress in their careers. Union dues have additional business processes to be configured.
HCM	Collective Agreements	Only worker data. Up to 20 Collective Agreements. Worker data, Compensation, Absence and Benefits may change as workers progress in their careers.
HCM	Notice Periods	Only worker data. Up to 20 employee/employer notice periods.
HCM	Probation Periods	Only worker data. Up to 20 employee probation periods.
HCM	Reference Letters	10 reference letters

Foundation	Description	Assumptions
HCM	Multiple Jobs	Customer has multiple jobs in its current system. Customer will convert any additional jobs via conversion workbook. Benefits and absences are based on multiple jobs, single pay group, single company, single paycheck.
HCM/Basic Compensation	Basic Compensation (Core Configuration)	Multi-currency (8-50), includes up to 100 grades and grade profiles, up to 10 allowance plans. No merit or stock plans.
HCM/Basic Compensation	Basic Compensation (Bonus Configuration)	8-20 Bonus plans
HCM/Benefits	Benefits (Core Configuration)	Up to 10 Benefit groups, up to 60 Benefit plans, flex credits, domestic partners and children, 2 rate banding, COBRA, 4 enrollment event rules, 5 cross plan rules, 5 passive events Not in Scope - enrollment event text, retiree benefits, grandfathered plans. Excludes Benefit Billing; which will be managed in the Customer's current finance application Excludes setup of Benefit Elections, Benefits Administration and other configurations for active and retired Ancillary employees.
HCM/Benefits	Benefit Election Conversions	Current year benefit elections - assumes 3 data loads. Election data is inclusive of Employee & Retiree elections, all dependent elections, and beneficiary assignments (including split beneficiary allocations). The data conversion loads will occur in the Configure & Prototype Tenant, Test Tenant and Gold-Pre-Production tenant builds.
HCM/Benefits	Benefits (Affordable Care Act Configuration - US Only)	Configuration of up to 2 measurement period(s), corresponding benefit eligibility rule(s) and passive event rule(s) to determine ACA eligibility for full-time employees.

Foundation	Description	Assumptions
HCM/Benefits	Benefits (Affordable Care Act Conversion of YTD Medical Coverage Changes - US Only)	Go-Live January 1, 2020 Standard medical plan eligibility rules More complex medical plan eligibility rules
HCM/Benefits	Benefits Cost Allocations	Distributing benefit costs to accounts based on the related time charges is in scope
HCM	Job Requisitions (Core Configuration)	Configuration of 3 BPs, Job Requisition, Close Job Requisition, Freeze Job Requisition, Setup job requisition reasons Out of Scope - Does not include loading job reqs
HCM	Data Conversion (Open Requisitions Conversion)	Up to 1500 job requisitions loaded into WD. 3 builds including production build. Includes evergreen reqs.
REC	Recruiting (Core Configuration)	1 Internal & 1 External Career Site 1 hiring process and approval routing across all business units, geographies, departments and units. Up to 30 candidate application questionnaires
REC	Job offer letters	21-30 job offer letters
REC	Electronic Signature Forms	1-10 Electronic signature Forms
REC	Data Conversion - (Recruiting - Candidate Conversion)	Up to 100,000 Candidates loaded into WD - Active Candidates will be attached to existing Workday Open Requisitions - Data collection methodology is using the data collection workbook - Excluding attachment conversion - 3 builds including production build
USP	US Payroll (Core Configuration)	Up to 500 Earnings and Deductions, 10 Federal IDs, 50 States, up to 10 Banks, 2 external GL systems and up to 4 parallel tests. Includes expats and wage attachments. Assumes many complex pay calculations, first of year Go-Live and tax filing provider or the ability self-file is already in place.
HCM	Absence Management	Up to 50 Leave Plans and up to 20 Time Off Plans.

Foundation	Description	Assumptions
TT	Time Tracking (Core Configuration)	One country; Up to 20 unions or bargaining agreements; Up to 50 time entry codes; Time is entered to support both payroll and projects; Both Workday Payroll and Payroll integration(s) are in scope; Up to 2 categories of online time entry methods: calendar entry, HVTE, or check in/check out via Workday's web clock AND one inbound integration (TCE integration or time block connector); Up to 50 calculation scenarios, including biweekly overtime and shift based calculations; Schedule assignments up to 50 schedules, including rotating schedules; Premiums or penalties based on schedule adherence
TT	Time Tracking Reporting	Delivered WDSETUP audit reports and alerts for payroll admins plus up to 15 additional custom time tracking reports for admins, managers, or timekeepers
TT	FLSA Calculations	Workday supports 7-day and 14-day work periods using these types of FLSA calculations: FLSA Overtime Calculation methodology will comply with the requirements of Federal Law. Hourly: • Work period equal to 40 hours • Work period less than 40 hours • Work period equal to or less than 80 hours • Exception hourly Salaried: • Fluctuating work week • Fluctuating work week for fixed FLSA rate Workday does not support 24 and 28 day FLSA. Custom reporting and manually entry into payroll would be recommended

Foundation	Description	Assumptions
Payroll Data Conversion	Payroll Data Conversion Builds	No prior year payroll data is required with a January 1st Go-Live. Current year Payroll History is required only if Go-Live is mid calendar year. Payroll History is required for Parallel testing.
HCM (Cross Platform)	Configurable Security	Up to 5 custom security groups, minor changes to security policies.
HCM (Cross Platform)	Source Systems	Multiple Source Systems - client delivers 1 workbook.
HCM (Cross Platform)	Mobile for HCM	Mobile functionality for up to 10 distinct security groups. The following functionality is included in the deployment package: Director, Organization Swirl, Workfeed, Personal Notes, Delivered Dashboards Includes delivered reports only (no custom reports)

5.2 Integrations

This section provides the scope and assumptions of integration work to be completed as part of this SOW.

Integration Solutions

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

Workday Integration Solutions	Complexity	Description
End to End Connector	Minor	Support a specific named third-party application or service. When you deploy an End to End Connector, no additional coding required. These integrations are (i) part of the Workday Service, and (ii) provided with ongoing support by Workday in accordance with Workday's current Production Support and Service.
Connector	Low	Prebuilt integrations that address most of the integration effort required to connect to third-party end points. These integrations import and export data in a Workday-defined file format.
Enterprise Interface Builder (EIB)	Moderate	Simple, secure, and customizable integrations consisting of an integration system, an integration data source, an integration transformation, and an integration transport protocol.
Document Transformation (DT)	Moderate	Integration to consume the output file generated by a Connector, EIB, or Workday Studio integration system and transform the file based on instructions in an XSLT file.

Business Intelligence Reporting Tool (BIRT)	Moderate	Solution to design and use business form layouts for meeting the layout specifications including rich text formatting, headers and footers, page breaks, and exact placement of labels, data, spaces, and margins.
Workday Studio	High	An Eclipse-based development environment solution required to build more complex integrations with Workday.

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

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

Integration Scope & Requirements

Although further detailed integration discovery and analysis will be conducted during the Plan and Architect phases to rationalize scope and requirements against the various integration solutions above, the following assumptions have been made;

1. Currently identified systems, vendors, and / or applications potentially requiring integration to and from include;

   BFMS Budgeting System, Department of Labor, Department of Transportation, MainePERS, Advantage Accounting, DHHS CSEME, ATS Worker's Comp, Northeast Delta Dental, Anthem Health, Anthem Health, US Bank, MRS / IRS, AFSCME, MSEA, MSLEA, MSTA, Valic, Voya, Mass Mutual, DOC, COBRA, Navia, Grand Rounds, Recruiter Box, Time Trak (AOD), Free2000, One World

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

3. Anticipated distinct number and associated complexity of Workday Integration Solutions required to all systems, vendors, and / or applications as follows;

Workday Integration Solutions	Complexity	Total Number
End to End Connectors	Minor	7
Connector	Low	3
EIB / DT / BIRT	Moderate	25
Workday Studio	High	10

		45

4. The total effort associated with the development, unit test, and deployment of these 45 deliverables including integration scoping, requirements gathering, general management of Workday integration activities, as well as post production support equates to a total of 3000 hours. Note: Workday assumes that Customer will develop 20% of the integrations identified in the above table. The assignment will be determined in the Architect phase of the deployment.

5. Any changes to integration solution type and associated complexity and number outlined in table above, will be subject to Change Order.

Integration Solution Assumptions

1. Workday will lead all design and development efforts for Configured and / or Custom Integrations assigned to Workday as defined in the scope section of this SOW.
2. Workday will configure, and unit test Configured Integrations assigned to Workday as defined in the scope section of this SOW.
3. Use of Workday Configured Integrations assumes that no new development of the interface specification is required.
4. Where changes are required for Customer's integration platform or internal system, Customer must provide its experienced resources and the Customer will be responsible for making the changes. Workday integration estimates do not account for any effort required on Customer's technology environment to complete integrations.
5. Customer is responsible for development and testing of each Custom Integration assigned to Customer as specified in the scope section of this SOW.
6. Customer must ensure data is verified as accurate, all duplicates removed, and all data validated.
7. If Customer identifies data issues it will provide corrected data to be loaded and ensure integration testing is completed prior to Go-Live.
8. Customer agrees to make available appropriate Customer technical and functional resources to assist with discovery, data mapping, data validation, testing, and user acceptance testing activities with each supported interface.
9. Customer will coordinate data transfer and integration testing with external vendors identified to insure timely response in working with Workday consultants.
10. End to End Connector integrations solutions are available in Workday Service before the project kickoff date.
11. Unless specified otherwise, all End to End Connector integrations are assumed to be single direction, point-in-time exports or imports of data on either a full-sync or changes-only basis.
12. End to End Connector integrations may export only net-change over a change-detection timeframe. Fuller history of all transactions in a timespan may require an alternative integration solution to be delivered, subject to Change Order.
13. If the End to End Connector integration does not fulfill the Customer's requirements, an alternative custom integration or integrations may be required instead, subject to Change Order.
14. End to End Connector integration solutions may require a subscription to or a contract from Third Party Providers. Customer is responsible for subscription, and any contract required with third party providers to use Workday End to End Connector integration solutions.
15. Workday integration consultants will facilitate communication with vendors and configure and test End to End Connector integration solutions during deployment phases.
16. Use of Workday End to End Connector integration solutions assumes Customer and vendor requirements fit within Workday's standardized integration solution. If the solution does not meet the vendor or Customer

requirements or is not available at time of deployment, an alternative solution may be pursued, subject to a Change Order.

Additional Integration Assumptions

Customer Engagement

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

Systems / Vendors / Applications

4. Workday professional services are not trained on 3rd party systems / applications or technology platforms.
5. Customer is responsible for programs to import data into 3rd party systems or applications, if required.
6. Customer leads interactions with 3rd party vendors or application / system owners required to implement integrations throughout the duration of the deployment.
7. Customer is responsible for data quality required for integrations to operate successfully. This includes the responsibility for loading data into third party applications, if required.
8. Customer will lead interactions with third party vendors and/or internal system owners required to deploy integrations throughout the duration of the deployment.
9. Customer will also coordinate secure data transfer and integration testing with all vendors (and internal systems) to insure timely response.
10. If Customer determines a change is required to its internal system or application, Customer assumes responsibility for such changes. Workday's integration estimates do not account for effort required by Customer to make internal changes.
11. Customer is responsible for subscriptions and/or contracts required from third party vendors, systems, or applications.
12. Integration with the Customer's existing data warehouse(s) and data mart(s) are not within the scope of this SOW. During the Configure & Prototype phase, Workday will conduct a 1-day workshop to conduct knowledge transfer for the reporting and integration capabilities for feeding data to Customer's data warehouse. Workday will also provide up to 16 hours of follow-up support to assist with questions related to the provided knowledge transfer. Customer will have access to all data through data extraction. Any and all required custom reports and integrations for the data warehouse will be identified, documented, prioritized, and developed by the Customer.

Testing

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

Training / Post Production / Go-Live

16. Customer assumes operational responsibility and configuration for all integrations after Go-Live. This includes monitoring, troubleshooting and configuration updates.

17. Customer will attend all training, in the relevant technology, for integrations to be supported post Go-Live.

5.3 Authentication Configuration

There are multiple ways the Workday Service can be configured for user authentication. The Authentication section below describes the various options. It indicates which option(s) Customer expects to deploy, and the expected level of effort for Workday to configure the Workday Service authentication mechanism, communicate Workday's requirements for Customer-owned deliverables, and assist with appropriate testing. The authentication configuration activities are limited to one tenant. Customer is responsible for authentication configuration only if additional tenants are required.

Authentication Method	Plan to Deploy	Estimated effort for Professional Services	Customer Responsible to Provide
Native UserID or Password Workday Login Authentication via Login, Flex or HTTP Post API	No	0	Workday Managed Security Credentials, and HTTP Post request that conforms to Workday's requirements[SH1]
Delegated Authentication via Login.Flex or HTTP Post API	No	0	Customer-built and -hosted web service compliant with Workday's specifications, and associated internet security access to authentication web service
SAML 2.0 Authentication via SAML HTTP Post API using ADFS (Active Directory Federated Services)	Yes	40	SAML 2.0 authentication response compliant to Workday's SAML schema requirements
Total Estimated Hours		40	

Authentication Assumptions

1. Customer has deployed a multi-factor authentication solution in production. Currently the Customer utilizes RSA. The Customer is actively implementing Microsoft's MFA.
2. State employees connecting from the WAN will utilize single-factor authentication (username and password). But, if connecting from outside the WAN State employees would be challenged with Microsoft's MFA.
3. Customer is responsible for all configurations associated with Customer-owned multi-factor authentication solution. Workday provides the configuration for pointing the connection between their AWS environment and the Customer's ADFS service.

If Customer decided not to have Workday users authenticate via a Multi-Factor Authentication solution, or does not have a Multi-Factor Authentication solution, Customer assumes all risks of single factor authentication.

5.4 Data Conversion

Data Conversion Element	Description	Assumptions*
Active Employees	Current Data	• Current data records and job details for all active employees
Active Employees	History	• Compensation – Up to one (1) year of compensation change history loaded into the Workday Service's transactional business process framework • All job and compensation history loaded into the Workday Service's "Maintain History from prior system" object.
Retirees	History	• Most current job and compensation-history loaded into the Workday Service's "Maintain History from prior system" object.
Terminated Employees	Current Data	• Current and previous year of terminated workers and all retirees • Terminated workers will be converted to a Workday organization specified for terminated workers rather than the historical organization structure. • Only a terminated worker's data at time of termination (i.e., "top of stack", last job, last comp) will be converted.
Recruiting	Requisitions	• Up to 1,500 requisitions • Three of the in-scope builds will include recruiting data
Recruiting	Candidates	• Up to 100,000 candidates. Active candidates will be attached to existing Workday Service open requisitions. • No document attachments • Candidates not attached to open requisitions will be loaded to a "holding" requisition for historical reference or as prospects. • Three of the in-scope builds will include recruiting data
HCM	Multiple Jobs	• Loading of multiple job details for applicable workers
Benefit Elections	Current Data	• Current year benefit elections for active employees only, and will include all Dependent elections/enrollments, as well as all Beneficiary assignments and allocations amounts.

Scope

- This SOW assumes one primary source of HCM, Benefit, Payroll and other required data. Customer will be responsible for consolidating data from source systems into a single data conversion workbook file for each of the required data types.
- Workday will perform five (5) data loads. A "**data load**" is defined as a series of steps and events at established points within the project methodology. Each data load may require multiple attempts based on data quality and successful loading. Additional data loads will require additional fees.
- Each data load creates a prototype tenant:
  - Foundation Tenant
  - Configuration Tenant
  - End-to-End Tenant
  - Parallel Tenant
  - Gold – Pre-Production Tenant

- For each of the prototype builds above, Customer has up to 3 attempts to deliver data conversion files that can be loaded into the tenant error free by the data workbook deadline. For the final Gold - Production Build, Customer will have 1 attempt to deliver data conversion file error free by the data workbook deadline.

  Workday will advise Customer on how to produce the XML format recommended for the data conversion build from their MFASIS system. While XML is the recommended format, Workday is also able to accept a standardized Excel workbook. Customer will be required to extract their legacy data and map it to the Workday Service values in this specified format for the data conversion builds.

Data Conversion Assumptions

1. Customer is responsible for all data extraction and transformation. Customer must deliver data for the Foundation Tenant three weeks prior to Architecture stage. Four weeks prior to Architecture stage the Customer will provide up to 3 data pulls for validation of all employees. Customer will have one week to pull data to be validated.
2. Workday assumes that the Customer may utilize a 3rd party service for extracting, cleansing, and transforming data to Workday's standards.
3. Consistent and accurate Manager Chain, Location Hierarchy and Department structure will be defined by the Customer.
4. Workday assumes consistent and accurate employee contact data for each employee.
5. Workday assumes consistent and accurate hire date must exist within Customer's legacy system.
6. The Foundation Tenant must be created prior to project Architecture design meetings.
7. Workday will provide templates with appropriate descriptions for data conversion.
8. Payroll balance data will be converted to Workday to support Payroll Parallel testing.
9. Absence balances (Sick, Vacation, Personal, Comp-Time, Sick Leave, Vacation Leave) will be converted for the amounts at Go-Live.
10. Employees will be converted over with the most recent information only. Historical data will be limited to payroll quarter balances allowing the Customer to create one W2 for the employee and absence balances. Employee HR data will be converted with the current row of data (and hire date) for all employees. Employee Compensation data will be converted for the last prior year for any employee who has had a compensation change. All employees will be converted with current compensation information.
11. Current data records for all active employees and employees terminated in the current year will be included in the data conversion to the Workday Service. Identified Workday-supported human resources history will be selected for conversion during the Architect Stage of the project and will be loaded only into Workday's "Maintain Worker History from prior system" object for the purposes of viewing data and reporting.
12. Workday will load currently active companies, banks, bank accounts, projects, organizations, suppliers, contract workers, and employees. Workday will load Employee Benefit Elections and Employee Withholding Orders (Garnishments) with current balances.
13. Workday will provide a conversion template that Customer will populate with Customer's extracted and transformed data. The Workday conversion consultant will use the completed templates to load the data into the Workday tenant.
14. Workday will provide templates with appropriate descriptions for data conversion.
15. Customer is responsible for ensuring data is cleansed and duplicate values removed.
16. Customer is responsible for populating the supplied Deployment Data Gathering Workbooks in the prescribed format.
17. Once the data is loaded, Customer is responsible for verifying the accuracy of the data and providing corrected data.

5.5 Worker Population, Languages, and Localizations

Workday assumes Customer population will change over the course of the deployment, however, for purposes of scoping and estimating the project effort and resource requirements, Workday is relying on the following Worker Population data (effective as of October 2018). Changes to the Worker Population that increase complexity, create business process change, require additional effort (e.g., data loading, report creation) will be discussed with Customer at the time of the change.

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

Countries, Employee Counts, and Languages – Human Capital Management		
Country	**Number of Employees (approx.)**	**Language**
United States ACTIVE	14,000	English
United States RETIREES	10,000	English
Total	**24,000**	

5.6 Reports

Scope

- This section provides the scope and assumptions of report work to be completed as part of this SOW.
- All Standard Reports identified on the Workday Standard Reports List are delivered within the application and in-scope for the project.
- During the Architect phase, Workday will conduct a 2.5 day onsite workshop to define potential custom report scope, gather high-level requirements, and initiate conceptual design. Any and all required custom reports will be identified, documented, prioritized, and development responsibility assigned.
- At the beginning of the Configure & Prototype phase, Workday will lead another 2.5 day working development session to support Customer report teams with initial report build activity.
- After a determination of the specific list of Workday-owned deliverables is made not to exceed 500 hours, Workday will engage in offsite report development, unit testing, and troubleshooting activities during the Configure & Prototype and Test phases. Workday will work with Customer to prioritize the reports identified for development that are required for go-live and outline the hours required after the reporting workshop in the architect phase to determine how the 500 hours will be used.

Assumptions

1. Workday provides ad-hoc reporting capabilities.
2. Workday will provide knowledge transfer for the duration of the project to Customer on the best way to utilize reporting capabilities with the Workday Service.
3. If Customer requires additional assistance from Workday, above and beyond the number of hours allocated in this SOW, to build the reports or other related activities, a Change Order will be created and presented to Customer in accordance with the Change Order process.
4. Reports are limited to the available report data sources and custom report fields.

5.7 Configurable Domain Security within Workday

Scope

- This section provides the scope and assumptions of configurable domain security within Workday work to be completed as part of this SOW.
- As part of the Workday's standard functional configuration, Workday will apply factory defaults and / or provide guidance to tailor security groups, roles, and permissions to meet business requirements.
- While Customer will be responsible for configuring and managing configurable domain security and will assign part-time security resources, a Workday Configurable Domain Security resource will conduct an initial onsite scoping and discovery workshops to assist with understanding how it applies to the Customer during the Architect phase. Additionally, this resource will be available to support with any remote troubleshooting required via weekly one-hour checkpoints for the duration of the project.

Assumptions

1. Workday offering is limited to configurable domain security and does not address cloud security, mobile security, data in transit security, data encryption, or device management.
2. As previously noted, the Customer will be responsible for configurating and managing configurable domain security during the project.

Appendix B:
Standard Functional Configuration Inclusions

Human Resources

1. Organization Structures – creating hierarchy of organizations to facilitate reporting structures
2. Business Sites – identifying physical locations where workers perform job functions
3. Job Profiles – identifying and creating job information that will be associated with a worker including a job code, job description, and pay rate type
4. Headcount Management – identifying and configuring one of more of the following headcount management practices: (1) identifying individual positions to be filled; (2) a grouping of positions to be filled; or (3) positions only limited by restrictions placed on the entire organization
5. Worker Profile – populating detailed worker information to track across the organization, including regulatory information, addresses, contact information, education, training, certifications and competencies
6. HR Staffing – includes hiring, terminating, transferring, promoting, and demoting of employees as well as starting/ending of contingent worker contracts
7. Manager Self Service – including demote/hire/promote/terminate/transfer employee, and contracting contingent worker
8. Employee Self Service – including create/change/delete address, change business title, correct date of birth, Order marital status, and change personal information
9. Onboarding – configure Onboarding Business Process, campaign and announcement worklets, onboarding landing page, I-9 setup, and e-Verify integration.
10. Committees – configure Committees to support membership, sponsoring organization, targets, agendas and recoding of votes
11. Workforce Planning – configure Headcount Plan; configure Supply and Demand Analytics template; configure metrics for Workforce Scorecard.

Compensation Management

1. Compensation Packages – identifying and creating packages that include several compensation plans and associating the package with salary grades and profiles
2. Compensation Plans – identifying compensation elements that can be included in a compensation package, including: (1) Salary plans; (2) Merit plans; (3) Allowance plans; (4) Bonus plans; (5) Commission Plans
3. Compensation Rules – identifying and creating rules that establish eligibility and auto-assign which packages, plans and grades a worker is eligible for
4. Period Activity Pay - identifying Matrixes, Tasks, Period Activity Categories, Period Activity Units and Academic Periods

Absence Management

1. Accrual Rules – creating rules that calculate accruals for vacation, sick, PTO or other time off
2. Balances – creating calculations of accruals and time processed to reflect the net balance of the time off
3. Ordering Time Off – allowing workers to Order time off through self-service
4. Ordering Leave of Absence – allowing workers to Order a leave of absence and providing information about the leave of absence (personal or regulatory)

Benefits Administration

1. Create benefit groups based on eligibility criteria
2. Setup retirement savings plans, as needed

3. Group benefit plans into benefit plan years
4. Define validations to define the benefit options available to employees during qualifying life events
5. Define rules to determine eligibility for benefits and control the types of benefits that employees can select because of a qualifying enrollment events
6. Define benefit rates and apply the appropriate rates to different populations
7. Transfer benefit costs to payroll to enable processing of benefit deductions
8. Setup Affordable Care Act measurement features if necessary for setting eligibility for part-time employees

Payroll Administration

1. Set-up Earning and Deduction codes
2. Configure Payroll Calculation Rules
3. Configure Payment Election Rules
4. Set-up Bank Depository and Source Bank Accounts
5. Configuration of Pay slips
6. Identify State and Local Tax Authorities
7. Configuration of Non-resident Alien taxation
8. Establish Payroll Accounting to generate and review payroll accounting data
9. Configure payroll audits: compare periods & results by period
10. Create Settlement Runs

Time Tracking

1. Time Calculations - configuration of the daily and weekly rules that calculate time worked based on employee inputs, including hourly, daily, weekly, and consecutive day overtime and shift differentials
2. Time Tracking Validations - configuration of business rules to manage the correct reporting of time worked based on employee inputs
3. Time Entry Templates - configuration of the online time entry page to allow for multiple in/out time entries
4. Work Schedules - Workday provides the capability to build and maintain basic employee work schedules that remain static over periods of time. Employee work schedules are used in Workday to drive validation configuration within the absence module and to aid in the ease of use with time tracking. Work schedules in Workday are not intended to support complex and dynamic staffing models commonly used in 24/7 operations.
5. Holiday and Work Schedule Calendars - the tracking of the holidays the employee is eligible to receive paid time for, including the rule sets around the payment of that time, and worker scheduling to support time entry
6. Employee Self Service - allowing employees and managers access to the Time Entry Calendar to perform submissions of time, approvals of time, and reporting on time
7. Security Profiles - configuration of security on what the employees and managers capabilities within the Time Tracking service are, including the delegation of an approver proxy and the ability to perform auto-approvals

Financial Cross Function

1. Organizations – includes companies, business units, cost centers, regions, and custom organizations for transaction entry and financial reporting
2. Worktags – includes revenue categories, spend categories, and custom worktags for transaction entry and financial reporting

3. Worktag Balancing – define one additional balancing worktag (business unit, custom organization, fund, cost center, or region) in addition to company, which impacts operational transactions, manual journal entries, allocations, reporting, and eliminations
4. Custom Validations – configurable logic for controlling input data quality
5. Business Process Definitions – configurable workflow and approval control
6. Configurable Security – apply factory default security and tailor security groups, roles, and permissions to meet business requirements

Mobile Enablement

1. Scope Mobile – Work with Customer Executive Sponsor and Information Security Teams to determine if Mobile is in scope, plus document SSO authentication requirements.
2. Enable Mobile – Configure security policies, establish tenant name aliases, configure Mobile PIN, One-Time Passcode, Mobile Push Notifications and W: drive.
3. Enable Single Sign-On (SSO) authentication for Mobile Users – Configure authentication policy including access restriction for authentication condition and redirect URL.

Appendix C:
Change Management

The project is structured into one (1) Phase:

- Phase 1 – Payroll, HR Processes and Benefits

Within Phase 1, there are 6 Stages:

- Stage 1 – Plan
- Stage 2 – Architect
- Stage 3 – Prototype and Configure
- Stage 4 – Test
- Stage 5 – Deploy
- Stage 6 – Production Support

Change Management is defined as communications, training and Department readiness.

Change Management will occur throughout all phases and stages and will require a comprehensive, multi-faceted, people-centric approach to ensure value is realized in all aspects of the change journey.

It is the Customer's ambition to move all 150 Departments from Department specific processes, business rules, and systems to a state-wide standard, with simplified processes, rules, and on to the Workday platform. This will require the Customer's Program Leadership and the Department Leads to change their orientation to processes from "optimize my Department" to "standardize and simplify our processes across the state".

Architect Phase

During the Architect stage, the Change Management Team produces the project Communication and Readiness Plans.
The approach to develop the Communication Plan comprises the following major activities:

- **Assess Communication Needs** – the stakeholder analysis created during the Plan Stage serves as a basis for determining what audiences are impacted, the type of information they would need and how to communicate with them effectively. This information formulates the communication plan.
- **Create and Deliver Communications** – the Communication Plan is used to track and manage the creation, review, and dissemination of the many different communications that would be created throughout the program. This is a living document but is established during the early stages of the project to help facilitate and manage messages throughout the project.
- **Manage Communications and Provide Ongoing Support** – the Communications Plan is continuously updated based on the needs of the program.

The plan uses various channels to promote awareness and understanding of how the Customer may be affected by the Workday deployment. Communicating the appropriate information to the appropriate people at the appropriate time is a critical element for project effectiveness, and a key component of the Change Management approach. It is also important to understand the different channels of communication that are most effective with different audiences.

Additionally, a structured readiness program is critical to enabling the Customer for success. The Change Management Team would work closely with the Customer to identify and standup a Change Network for the Workday deployment. A Change Network assists in engaging all impacted stakeholders to help achieve local buy-in and influence the new solution and processes. Establishing the network is only one activity to enable readiness. Ultimately, the Readiness Plan document would be developed to identify the main-focus areas of readiness across the categories of People, Processes, and Technology and define the different methods for measuring readiness criteria, including surveys taken by targeted audiences, and the successful completion of activities through task and checklists. Readiness metrics measure behaviors supporting program objectives which the team will assess early and often.

Configure & Prototype Phase

The primary activities during the Prototype & Configure stage for Change Management center around defining the training approach and curriculum and building consensus with the Customer on how training will be deployed during deployment. The Training Approach deliverable would be developed to describe the training needs of each audience group based on the stakeholder analysis completed during stage. Adults learn in a variety of ways, and diverse training methods provide the flexibility to accommodate the distinct needs of adult learners. The Training Approach introduces a blend of visual, auditory and kinesthetic delivery methods to enable hands-on and interactive training, focused on the learner.

Test Phase

The training development method focuses on business processes, handoffs, and how activities should be done in the future state, rather than simply how to navigate through screens to process transactions. During the Test stage the Change Management Team will produce the final Training Material deliverable and be responsible for transitioning knowledge over to the Customer for training to all impacted users. The Change Team, in collaboration with the Customer, will need to identify trainers and bring them up to speed in a timely manner. To reduce the number of project team resources required to deliver training during the critical Test Stage, The Change Team is proposing utilizing a train-the-trainer (TTT) model used for delivery of various instructor-led courses. TTT is used when there are many end users and when instructors who are not familiar with the training content need to be proficient. TTT sessions are intended to provide training instructors throughout the Customer with the skills they would need to effectively lead and deliver Workday courses.

Lastly, during this stage the team will need to work with the Customer to determine an effective approach for ongoing training and identify to whom training material maintenance would be transitioned.

Deploy Phase

During the Deploy stage, training is deployed to impacted user groups across the Customer to prepare for the release of Workday. Given the proposed TTT model, training delivery is the responsibility of the Customer and facilitated by the identified instructors in the previous stage. The Change Team would ultimately be responsible for monitoring and providing ongoing support during training execution in addition to completing the Training Completion Report. The Training Completion Report deliverable is a summary of training activity deployed to enable the Customer to utilize Workday and perform new processes. Typically, the report is generated from a Learning Management System which includes user names, Department/department, required courses and whether the requirement was met. While defining the Training Approach deliverable during Prototype & Configure, the team will need to determine how this data will be extrapolated and provided to the Customer.

Additionally, the Change Team would provide tools for assessing and evaluating training delivery with the goal of improving it for subsequent sessions. The specifics of the evaluation approach would vary based on the audience group and type of training. End user training evaluations occur at the end of each course and assess trainer effectiveness and end user proficiency. The Change Team have the tools and data to analyze evaluation results to identify and implement timely corrective action when the expected results are not achieved. Assessing and evaluating the trainers and end users is an ongoing process to improve training rather than a one-time event.

Post Production Support

Post Production support begins the moment the Workday solution is released to the end user population throughout the Customer. Many project team members, including the change management team, would be responsible for extensive support during the stabilization time-period. Support activities, specific to the Change Management team consist of:

- Developing new and revising support materials, such as job aids, as needed
- Responding to and developing new communications to the impacted community, as needed
- Responding to Orders from various stakeholders for functional and transactional assistance

Additional change management related support activities beyond those previously listed will be defined in the Performance Support Plan deliverable provided to the Customer during the Deployment Stage.

Training, Documentation and Testing for All business processes –training documentation, as detailed under the Deliverables section, will need to be developed to ensure that the TO-BE business process is understood. To accomplish this the Customer will create a team to develop these materials along with Workday and store the documents in a version controlled and readily accessible electronic location. Online-help and context sensitive help will be available when users are working within Workday. This Training documentation, as defined in the Change Management Training Approach and Final Training Material, consists of:

a. Swim-lane diagrams, which are native in Workday
b. Policies, which will be created by the Customer's staff and published on Customer's intranet
c. Form redesign and decommissioning some forms identified in the Forms Catalog may need to be redesigned, although it is much likely that forms will be retired.
d. Video training, will be leveraged as a cost-effective way to deliver training content, as defined under Deliverables section.
e. Business Process Testing,
f. Employee Journey and Employee Experience Maps