Request for Proposal – HRI EO-2022-01

Business System Replacement Project Consultant

Key Dates

Listed below are specific and estimated dates of actions related to this RFP. The actions with dates provided will be completed as indicated unless the timeline is revised. HRI reserves the right to revise the schedule as necessary, and any amendments to the RFP, including this timeline, will be posted on HRI's website.

Event	Date
Release of RFP	1/6/2022
Deadline for Written Clarification Questions to HRI	~~1/13/2022~~ EXTENDED 1/20/22
HRI Responses to Questions Issued	1/20/2022
Bidder Responses Deadline	2/3/2022
Notification of Presentations/Interviews	2/10/2022
Reference Checks	TBD
Presentations and Interviews	TBD
Announcement of Successful Proposer	3/2022
Contract Execution	4/2022

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1. Purpose and Background

1.1. Purpose

Health Research, Inc. (HRI) expects to replace its current legacy systems for finance and human resources to support its business needs with a cloud- based enterprise resource planning system (ERP) for human capital management (HCM) and finance. HRI is currently considering Workday Cloud Suite (Workday) as an end-to-end solution for grants management, finance, payroll, and HCM functions.

Prior to the purchase of the Workday suite of applications, HRI must (a) fully understand the extent to which its functional requirements can be met through Workday and (b) determine the vendors that are in the best position to provide the implementation services in a manner that best serves the interests of HRI. HRI, at its sole discretion, may choose not to award a contract to any respondent to this RFP.

The purpose of this RFP is to further evaluate the capabilities of Workday based on specific functionality requirements of HRI. HRI will use the narrative provided by implementation partners to better assess which of its business needs can be met with Workday configuration options and evaluate its “out-of-the-box” capabilities, as opposed to those business needs that may require third-party software.

If determined through the responses to this RFP that Workday functionality meets most of the business needs, HRI will use this RFP to select and engage the professional services required to implement Workday for HRI.

All qualified proposals will be evaluated on their technical merit and cost.

1.2. Background

Health Research, Inc., (HRI) was established in 1953 primarily to serve the research programs of the Roswell Park Cancer Institute, which at the time was an institution of the New York State Department of Health (NYSDOH). Today, HRI continues to serve Roswell Park Cancer Institute Corporation (RPCIC), a public benefit corporation since 1999, and NYSDOH by acting as a financial intermediary through which its clients can segregate sponsored activities from ongoing financial activities and respond quickly to obtain external funding in a highly competitive environment. HRI’s distinct role is to fully support their clients' interests by acting in near proximity to the sponsored programs and lending administrative expertise to assist Principal Investigators with pre-award activities, grant budget development, sponsor regulations, purchasing, salary determination, personnel administration, payroll, and contract negotiation. HRI also serves as the Technology Transfer administrator for both NYSDOH and RPCIC. HRI is recognized by the Internal Revenue Service as a tax-exempt not-for-profit corporation under Section 501(c)(3) of the Internal Revenue Code.

1.3. Legacy System Environment

The backbone of HRI's current business system for finance, grants management and human resources is ONESolution Finance from CentralSquare. The system was first implemented in 2000 and is hosted on-premises. ONESolution reaches the end of its supported life in 2023. The database is loosely connected with several other internally developed applications to manage all aspects of grants management, subcontracting, HCM, and payroll processing.

It is important to note that HRI has two business divisions that both use ONESolution for grants management and general ledger.

The Albany Division of HRI supports the NYSDOH. In the human resources department in Albany, recruitment is currently performed using iCIMS, a cloud-based application. Learning management is conducted via Litmos. For payroll, a time and effort recording system (TRECS) was developed internally at HRI, and significant resources are dedicated to maintaining the on-premises back-end infrastructure and meeting new compliance requirements. A custom extract/transform/load (ETL) payroll process using data from ONESolution and TRECs has been developed to produce biweekly payroll journal entries and meet the time and effort certification requirements imposed on all personnel expenditures funded from federal grant awards.

The Buffalo Division of HRI supports RPCIC with its portfolio of sponsored funding. Recruitment, employee payroll and purchasing for those grants is transacted directly through RPCIC's tenant of Workday. There are data feeds between RPCIC's Workday and HRI ONESolution that create a complete ledger for the purposes of charging grants and creating consolidated financial reporting for both divisions.

Reporting for both divisions is accomplished through Crystal Reports, accessed by external partners through a reporting system known as MERLIN.

HRI's legacy system infrastructure is complex and requires constant monitoring by information system staff. Staff also utilize numerous spreadsheets, alternative databases, and manual paper-based approval processes to execute the business of HRI.

The scope of this RFP may include combining the two divisions transactions into a single HRI Workday tenant, or it may require an implementation partner to rebuild data feeds that bring the data for the two Divisions together.

In either scenario, HRI's functional needs that must be included in the scope of a new business system implementation are as follows:

Image 1- Functional Needs

Finance	**Grants Management**	**Human Resources**	**Payroll**
Misc. Billing & Accounts Receivable	Budget Management	HR Core & Position Control	Labor Cost Allocation
Accounts Payable	Pre-Award (Application tracking)	Employee & Manager Self Service	Time & Effort Certification
Bank Reconciliation	Post-Award Receipt	Time & Leave	
Fixed Assets	Budget vs. Actuals	Recruitment	
General Ledger	Contract Management	Compensation	
Grant Accounting	Subcontracting	Performance Management	
Purchasing & Travel		Learning Management	

For specific functionality expected in each business function, please refer to Attachment A: HRI Functional Requirements.xlsx file.

2. Minimum Qualifications to Propose

HRI is interested in soliciting proposals from qualified Workday Services Partners whose experience and qualifications meet or exceed HRI requirements. Bidders are asked to provide evidence they meet the following minimum requirements to propose in Section 5.1.1 of the technical proposal:

1. Proof that the proposing firm is a Workday Certified Business Partner.
2. Evidence that the firm has completed implementation projects for three (3) clients in the non-profit sector within the last five (5) years. Use short case studies of non-profit clients that are relevant to HRI’s size and complexity to illustrate performance examples.
3. Evidence of experience with clients using the Grants Management module of Workday.
4. Experience configuring supplier contracts to track subrecipient agreements.

Note: HRI reserves the right to contact any of the clients whose information is provided as proof of meeting the minimum eligibility requirements noted above, both to confirm their relationship to the proposing firm and as references to obtain information on the performance of the firm in providing the desired services.

3. Scope of Services

As a grant-funded organization, HRI has a strong preference for a new business system that recognizes grants management at its core, rather than through bolted-on functionality. When reviewing cloud solutions, HRI is seeking a fully integrated solution that would eliminate the need for data feeds and processes to run across different environments. Ideally, personnel data would be fully integrated with payroll functionality, and expenditures would be tied to financial processing in grants, including initiation of encumbrances and release of encumbrances as expenditures are made. The desired system would also provide for budget checking against the grants so that as entries are processed, the system could validate that budgeted funds are available at a user-prescribed level and provide options to stop transactions.

In selecting a single solution, HRI wants to create an environment where business analysts and application support staff are homogenously trained on the system's architecture and configuration language. Business system experts can then become cross-functional, improving communication across the business units by continuously improving internal business processes that were once fragmented because of the use of multiple applications.

Based on multiple discovery sessions and product demonstrations, HRI has determined that Workday offers the single most seamless business system environment that meets most of its needs. The scope of an implementation effort will include, but is not limited to, business process analysis, product configuration, integrations, data migration from legacy HRI systems, reporting and analytics, quality assurance and testing, change management, user training and knowledge transfer and documentation. In consultation with Workday, HRI has determined it requires the services of a System Integrator to implement the following finance and HCM products with custom configurations.

3.1. Finance and Budget

3.1.1. Foundational Data Model

- Organizational management
- Staffing management
- Cost centers and cost center hierarchy
- Custom organizations and hierarchy
- Locations
- Pay groups
- Currency/language setup
- Worker data setup

- Reporting dashboards

3.1.2. Workday Core Financials
- Allocations
- General ledger
- Accounts payable
- Accounts receivable
- Controls at the transaction level to ensure proper security and controls, separation of duties
- Journal processing, imports, and posting
- Custom validations
- Comprehensive auditing
- Financial consolidation
- Financial reporting and management reporting including income statement, trial balance, balance sheet, dashboards
- Data conversion
- Banking setup/account management
- Bank reconciliation
- Settlements
- Business processes for events

3.1.3. Workday Procurement
- Supplier/vendor management
- Supplier contracts and amendments
- Supplier invoicing
- Change orders
- Invoice matching
- Purchase requisitions/sourcing
- Purchase orders
- Configure business processes to initiate and approve requisitions that become purchase orders
- Support the policies relating to acquisition of goods and services
- Create multidimensional reports for visibility into spending

3.1.4. Workday Cash Management
- Streamline inbound and outbound payment and receipt processes

3.1.5. Workday Revenue Management

- Manage the entire contract-to-cash process, with automated and configurable processes for contract management
- Billing processes
- Revenue recognition

3.1.6. Workday Business Assets

- Combine fixed assets and inventory tracking, including the ability to track and account for high-value items
- Perform depreciation
- Track the fixed asset life cycle

3.1.7. Workday Expenses

- Employee and non-employee expense processing
- Self-service and administrative functions to support employee and non-employee expense reporting and reimbursement

3.1.8. Workday Grants Management

- Manage and capture grant-related expenditures
- Apply several methods of indirect cost collection, depending on the grant award
- Commit projected expenditures related to personnel costs through encumbrance accounting
- Perform all accounting related to grant activity, including grant billing, revenue recognition, and associated journal entries
- Report to sponsors with the level of detail they require
- Track expenditures and budgets for multiple program initiatives related to a single grant award
- Issue supplier contracts to contractors and subrecipients with configuration to allow for tracking categorical spending

3.1.9. Workday Prism

- Data repository for storage and management of data
- Data preparation tools for transformation and blending of data
- Tools to explore and analyze data

3.2. Human Capital Management

3.2.1. Workday HCM

- Basic compensation management
- Salary plan
- Hourly plan
- Job catalog
- Position management staffing model
- Management types and hierarchy
- Onboarding - new hire and job changes
- I-9 functionality
- Delivered security, group roles
- Event categories
- Self-serve for employees and managers
- Worker data conversion
- Contingent workers
- Organizational structure analysis and management
- Compensation programs administration
- Benefits, including the ability to integrate with third-party software systems for benefits
- ACA set up for 1094-C and 1095-C
- Continuation of health coverage (COBRA) designations
- Enrollment due to life changes and open enrollment
- Insurability evidence management
- Plan administration
- Setup (rates, event rules)
- Business processes for life events
- Beneficiaries
- Dependents
- Medical coverage history
- Rates
- Elections

3.2.2. Workday Talent Management

- Goal management
- Performance management
- Succession planning
- Evaluation review
- Competencies

3.2.3. Workday Payroll

- Payment election rules, accounts
- Pay slips
- Costing allocations
- General ledger posting
- Pay components (earnings and deductions)
- New pay validation and arrears
- Pay accumulations, balances, component groups, tax authority
- Payroll processing
- Off-cycle payments
- Retro procession
- Audit reports
- Involuntary withholding and deduction processing
- Fair Labor Standards Act (FLSA) work period
- Data conversion
- Payroll balances for current year
- Tax elections
- Payment elections
- Validation/comparison of pay with time and effort

3.2.4. Workday Learning

- Security setup
- Domain configuration
- Dashboards
- Validation rules
- Prerequisites
- Course offering management
- Mass enrollment
- Cancellations
- Campaign events

3.2.5. Workday Recruiting

- Job requisition process
- Application templates
- Candidate grid
- Internal and external career sites
- Job alerts
- Configurable content (e.g., offer letters, questionnaires)
- Primary recruiter security

- Assessments, interview management
- Candidate endorsement

3.2.6. Workday Time Tracking & Absence

- Alerts and validations
- Security
- Time calculations
- Time entry
- Reporting
- Work schedule
- Manage employee time, including absence and time off
- Calendar rules
- Leave types/leave request
- Leave without Pay (LWOP)/holidays/floating holidays
- Time accrual plans
- Leave balances

4. Pertinent HRI Metrics

A summary of key transaction and operating volumes and standards is included below. These volumes and standards reflect actual and estimated amounts for the current environment.

HRI Operating Volumes/Standards	Albany	Buffalo*
General		
Number of Locations	28	
Personnel (Salary) Budget (Average over last 3 years)	$87M	
Human Resources and Payroll		
Number of Regular Employees	1195	800
Number of Hourly Employees	65	
Number of Bargaining Units	1	
Number of Applicants (Annually)	3,769	
Number of Permanent Staff New Hires (Annually)	194	
Number of Temporary Staff New Hires (Annually)	89	
Number of Contingent Workers	250	150
Finance		
Number of Grants Managed Annually (to fund positions)	>250	
Revenues 2021	$1,172,673,865	
Number of Disbursements	20,000	
Number of Subrecipients	500	
Number of POs	6,000	
Number of Expense Reports	1,000	

***Please note:** HRI has both an Albany and a Buffalo division. It has yet to be determined if the staff assigned to the Buffalo division will be included in this implementation for purposes of payroll and purchasing transactions. If the Buffalo division staff transactions do not occur in HRI's tenancy of Workday, additional integrations will be required to migrate their payroll and purchasing data from an external partner's Workday system.

5. Technical Proposal

The technical proposal will be considered by HRI as an offer from the proposing firm. The technical proposal should be prepared in a clear and concise manner. The contents of this initial technical proposal must address the following questions under 5.1 through 5.9, and additionally, must include the appropriate completed forms included as Attachments A, C and D of this RFP. Failure to include any of the items listed may result in proposal being found non-responsive or affect the evaluation of the vendor's response.

5.1. Bidder's Organizational Experience

5.1.1. Provide evidence of eligibility as detailed in Section 2.0 "Minimum Qualifications to Propose."

5.1.2. Describe the firm's capabilities, capacity, and resources for providing Workday implementation services. Include an overview of the firm, mission statement, and primary business focus or specialties. How many years has the firm provided Workday implementation services?

5.1.3. List any notable qualities that would demonstrate the firm's unique qualifications for the scope of work included in this RFP and aid HRI in its selection process.

5.1.4. Provide a list of the firm's top ten (10) clients of Workday implementation services, including dollar amount of contract and number of users.

5.1.5. Describe the firm's familiarity with government and non-profit accounting, specifically in the grants management arena. Include any experience the firm may have with requirements of the Office of Management and Budget (OMB) Super Circular and the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.

5.2. Project Resources

5.2.1. Provide resumes, including education and employment histories, for any key individuals who would be assigned to this project.

5.2.2. Provide an organizational chart of all proposed staffing by title, highlighting any titles for which specific candidates would need to be determined upon award.

5.2.3. Describe the firm's approach to staff retention and training. What is the typical number of hours per week that staff for each title in the proposed organizational chart are expected to work on this project?

5.2.4. Provide the details of any policy the firm may have on the use of client engagements for training junior level staff.

5.2.5. Define the assigned staff's workload assignments and location for work. Due to the continued COVID-19 environment, proposers are requested to describe the balance between remote and onsite work that will be performed to accomplish the work in partnership with HRI resources.

5.3. General Implementation Strategies

5.3.1. Provide the details of any significant hurdle(s) the firm may have encountered during an implementation where a gap existed between the client's understanding of the product functionality and actual functionality. How was the client's desired outcome accomplished?

5.3.2. HRI expects the vendor to provide dedicated project management resources for the implementation. Provide an overall description of the project management approach and projected timing for major phases. Include a high-level work plan with proposed dates for accomplishing each level of a successful deployment. Provide a description of the tools that the vendor will use to manage the project. Provide the format and frequency for status reports to the HRI Project Steering Committee. Provide estimates of the resources that HRI will be expected to dedicate to the project. Describe the methods and document repository that the vendor will use to track project documents and to communicate with the project team.

5.3.3. The vendor will be responsible for overall data conversion coordination, definition of file layouts, and data import and validation into the new system. Describe the general approach to data conversion, retention of legacy data, and how the firm would work with HRI to determine what is converted. Describe the firm's thoughts on data warehousing and how it works with clients develop a holistic data conversion/data management strategy.

5.3.4. HRI wishes to implement operational improvements. Vendors are requested to describe their approach towards operational redesign. Discuss your approach to facilitating Change Management across all functional areas.

5.3.5. For each product/SKU listed in Sections 3.1 and 3.2. of this RFP, briefly describe the firm's experience with product implementation. Specifically, provide the number and types of clients the firm has assisted with each product's implementation, and what the firm has found to be the biggest implementation challenges from experience with other clients.

5.3.6. Describe available methods of reporting and approach to working with HRI to identify, specify, and develop any required custom HRI reports during the implementation, and provide a listing of available out-of-the-box reports.

5.3.7. Describe the recommended approach to the following types of testing that are anticipated to be performed on the project, and the type of assistance each test will provide to HRI:

- System testing
- Integration testing
- Stress/performance testing
- User acceptance testing (UAT)

5.3.8. Provide a timeline for implementation for a project of this scope. Include any assumptions/recommendations for which module(s) are deployed first, the number of weeks each deployment will take, and the length of time postproduction support will be available.

Example:

Activity	Start Date	Duration in Weeks
Pre Reservation Work	March 1, 2022	3 Weeks
Project Duration	March 22, 2022	40 Weeks*
HCM/PAY Post Production	January 1, 2023	4 Weeks**
• Extended Weeks		12 Weeks
Financials Post Production	April 1, 2023	2 Weeks

* The deployment can be completed in 43 Weeks, with the recommendation of going live at the beginning of the year, we extended the project duration by 4 weeks.

** Postproduction support: Payroll - through first payroll, 4 weeks maximum. All other functional and technical areas are 2 weeks.

5.4. HRI Organizational Structure

HRI extends and supports the missions of two governmental agencies, the New York State Department of Health and Roswell Park Cancer Institute Corporation. Employees of these independent external entities play a key role in HRI's business processes, including approval of employee time and effort, leave requests, purchase or hiring requisitions and expense reports.

5.4.1. Types of workers- HRI understands the concept of contingent workers in Workday. Confirm that users from outside the organization (contingent workers) will be permitted to supervise HRI workers, perform approvals in the business process and have access to certain reporting functions. Describe any known limitations that may impact HRI's experience with the contingent worker concept.

5.4.2. Supervision - HRI understands the fundamental supervisory organization structure required by Workday. Describe any limitations on who can assign a new supervisor to an employee. Can a change to an employee's supervisor be accomplished by assigning multiple roles, or it is prescribed process? Can the system be configured such that the individual employee can update their own supervisor?

5.4.3. Offboarding- In moving to a web-based cloud system, HRI must have tight control of the offboarding process to ensure that staff access to transact in the environment is terminated in a timely fashion, but ensure employees can still access COBRA benefits, payroll stubs, etc., as required. Describe how Workday could facilitate the offboarding process across departments.

5.4.4. Position Management- Describe any implementations of Workday the firm has completed where position management was not utilized. Discuss the advantages/disadvantages of using either position or job management in the implementation.

5.4.5. Business Process Approvals- What is the extent to which business processes can be routed to specific individuals as opposed to predetermined roles? If a business process varies across departments, does the system allow a user to ad-hoc a step into a process on demand, or must this role be pre-established? (see Image 2).

Image 2 - Example of HRI Business Process Approval

Example: An employee’s effort allocation across grants is changing. Certain workflow approvals are required before payroll processes this change to their funding source(s).

1. Hiring Bureau Director or designee (will initiate and always approve the request)
2. Principal Investigator (PI) associated with the grant(s) (will always approve)
3. Center Director, (sometimes approves, at discretion of the hiring Bureau level)
4. HRI Office of Sponsored Program (will always approve)
5. HRI Grants Director (only required to approve if retroactive in nature)

5.5. HRI Grants Management

HRI revenue is driven by applications for and acceptance of grant funding from multiple sponsors. HRI’s Albany division manages 250 grants annually. Within any given grant award there may be multiple initiatives that need to be tracked discretely in terms of their budget, reporting and invoicing. Currently, a two-tier structure with a Master Account and related subaccounts are used to track individual programs under a single grant.

5.5.1. Security- Describe how security delegation to data pertaining to a specific grant is managed in Workday. Include whether Workday permits a user to delegate their permissions or if system administrators are required to intercede on a request for access or other functionality that minimizes central administration of user roles.

5.5.2. Custom Fields- Can grant award records be configured such that they track multiple standard attributes of the grant application that can be added and titled as needed (e.g., indicating whether the proposal involves human or animal subjects)?

5.5.3. Post-Award Modifications- HRI submits continued funding applications on existing awards. Currently we track these as additional proposals related to an existing award. Describe how Workday grants management would manage subsequent extensions on existing awards that require “proposal submission.”

5.5.4. Multi-Tiered Grant Awards- HRI has large grant awards with several subprojects. These subprojects are determined by multiple payment management system (PMS) subaccounts (used for drawdown) and or/PMS document numbers (used for quarterly PMS reporting) issued in the notice of award. This can also be due to sponsor-determined program components (e.g., differing lead PIs per component). How could Workday’s grant award line structure and/or billing schedule functionality serve the need to track the budgets of funded programs within a control account and then also an account for each subproject and each subproject budget period (e.g., 12 or 18 months) within a multiyear grant award?

5.5.5. HRI creates an account for each grant, which is a condition by our sponsor – to segregate grants and track cash and expenses separately by award. We rely heavily on monitoring the “cash balance” for each grant which represents net cash/expense. Additionally, HRI is able to track each payment posted to each sponsored to program via general ledger activity – which is not reliant upon a special report to determine funds received.

In addition to sponsor funded grant accounts that have both cash and expenses, other types of accounts include the following:

1. Internally Sponsored and Overhead accounts (do not have cash, only expenses)

2. Program accounts are set up to (a) only hold cash or (b) only hold expenses, with cash transfers being made from (a) to (b) for closeout.
3. Cash Advances (billed and unbilled) which are posted to a specific account and cannot placed in a holding account for the sponsor.
4. Grants that are billed based on completion of deliverables at different intervals (monthly, quarterly, fixed amounts, etc).

Within the Grant Award module of Workday, HRI needs the flexibility to create accounts like those described above, with the ability to transfer cash between accounts and the ability to post cash to grants without billing a sponsor.

Some accounts (such as our donations) have multiple sponsors that are not identified as individual payors in the same fashion that a grant award would identify a sponsor.

Can the Workday Award module facilitate creation of these alternate "grant accounts" for the above scenarios? Describe how you would handle these accounts and transactions in Workday and any concerns you have with replicating this type of grant account structure within Workday. Specifically discuss whether payments are attached in any way at the sponsor level or if all draws/bills are managed through the specific awards (grants) that are created with a single sponsor?

5.5.6. Billing Only and Expense Only Awards– HRI has several awards that have very delayed billing. The delay can be 6 months or more. The current solution is to have accounts that are used strictly for billing that retroactively fund an expense-only account (using cash transfers) so work can continue during this delay. There are also accounts that are funded by cash earned from payments on a separate deliverable-based award after the project is completed. How can this functionality be achieved in Workday's award structure?

5.5.7. Reporting- HRIs Office of Sponsored Programs monitors monthly grant activity to ensure payroll activity is fully funded and uninterrupted. Describe the tools Workday would use to support this monitoring activity.

5.5.8. Indirect Costs- Grants may be subject to one or more indirect cost rates depending upon the nature of the activity and sponsor requirements. How would Workday accomplish the collection of indirect revenue for direct expenditures on a grant? How could indirect dollars be reserved in a grant budget to assist HRI in ensuring that direct costs on the grants are not overbudgeted?

5.5.9. Encumbrance Accounting over Multiple Fiscal Years - HRI must calculate the amount of personnel expenditures that are committed to a grant through the end of each grant period in order to ensure sufficient funding for payroll expenses. Those grants often cross multiple fiscal years. How would Workday manage this commitment? Similarly, are fringe benefits and indirect costs (F&A) items of expense that can be calculated and committed throughout the grant period to ensure preservation of funds in these categories?

5.5.10. HRI functions on a cash accounting basis throughout the year as it relates to expenses. Expenses are recorded in the accounting period in which they are paid. HRI does however record Accounts Receivable and revenue at the time expenses are incurred/paid for the purposes of sponsor billings and drawdown of funds. Throughout the year, HRI manually books minor accruals such as prepaid expense and intra-corporate (due to/due from). We also accrue fringe as it relates to our federally approved fringe rate to track recovery and expenses throughout the year. HRI only converts to full accruals at fiscal year end for the preparation of our annual audited financial statements. Describe whether Workday would accommodate this type of accounting and any issues we might encounter during implementation if we want to maintain this method of accounting.

5.6. Compensation

The vast majority of HRI employees are covered under a collective bargaining agreement with Local 1000 Civil Service Employees Association, Inc. (CSEA) which governs compensation changes. Employees are hired into graded positions with associated hiring rates and job rates which represent the maximum compensation per grade. Salary adjustments may occur twice annually, in April and October, and include lump sum longevity increases, cost-of-living-adjustment (COLA) increases and performance advances.

5.6.1. Salary Calculations- Describe how Workday's advanced compensation module facilitates the computation and automation of the following types of salary adjustments as employees become eligible. Include the system's ability to compare data from one year to the next and capture and analyze all actions that took place that may impact salary adjustments, to determine who is eligible (including newly eligible), and who is ineligible (including reasons for ineligibility as defined by HRI). Include the system's ability to track multiple types of "base" salaries for multiple purposes (e.g., salary used by payroll for overtime payments that includes longevity and location pay; salary used for straight pay that does not include the longevity lump sum). There is also a salary without location or lump sum that is used as the basis for calculating the subsequent year's raise (see Image 3).

Image 3 - Types of HRI Salary Adjustments with Frequency and Eligibility

- Union-negotiated general salary increases (COLA). This is a percentage, generally applied to last salary (without longevity or location pay) and is effective on 1st day of the 1st full 14 day pay period each April. All Union-represented staff are eligible. The amount is not to exceed the maximum for the grade and may be a partial COLA.

- $3100 annually in location pay, which is paid over 26 pay periods, pro-rated for part-time workers, and included for purposes of overtime. Staff are eligible IF work location is in NYC, Nassau, Rockland, Suffolk, or Westchester counties.

- Union-negotiated Performance Advance. This is generally effective for eligible employees in either April or October, depending on factors such as hire date and date in current grade/position. This is a predefined amount that is added to salary and is based on the grade of the employee. Employees who have completed 1 year service in full-time status at a rate below job rate are eligible. The salary may increase only up to maximum job rate for the grade. A partial performance advance may be required for employees who would otherwise exceed the job rate. Employees are evaluated for eligibility March 31 and September 30.

- Longevity Lump Sum. This is paid as a lump sum, is pro-rated if part-time, and is LWOP-adjusted. It is included in salary only for purpose of calculating overtime, but not straight pay. The predetermined amounts are:

  - $1250 - If hired < 10/1/2012 and as of 3/31/22 has completed 7-13 continuous years of service at the job rate of grade, OR
  - $2500 - If hired < 10/1/2012 and as of 3/31/22 has completed 14 continuous years of service at the job rate of grade, OR
  - $1250 - If hired > 10/1/12 and as of 3/31/22 has completed 7 continuous years of service at the job rate of grade.

5.7. Payroll

Employees are allocated to one or more grant awards for the purpose of payroll charges. HRI refers to this concept as labor allocation. All staff are allocated to grants regardless of full-time or part-time status. While there is an anticipated level of effort for each employee recorded on an award, after the employee submits actual time and effort a reconciliation may be necessary to properly charge the appropriate grant award.

5.7.1. Effort Allocation- The approvals for allocating staff to a particular grant are currently obtained via a paper process. After all approvals are received, employee labor is allocated to the appropriate grant. After payroll is run, the time and effort reported by each employee is compared to the allocation so that any discrepancies are returned to be reconciled. This comparison process is currently run hourly. How could Workday flag labor allocation mismatches prior to posting payroll to avoid manual journal entries?

5.7.2. Our understanding of Workday is that employees can either be allocated by a percentage or by hours assigned to a particular project or grant. Is there an ability to use a hybrid arrangement, where certain employees are required to report on hours worked and others use percentage allocations?

5.7.3. Describe the effort that it would entail to change the payroll so that it recognizes that a salaried employee who is typically overtime-ineligible is now overtime-eligible for an extended period of months due to an emergency. Assume that all employees complete time sheets reflective of hours worked, regardless of their status as hourly or salaried.

5.7.4. Late Time Sheets- HRI requires both overtime-exempt and non-exempt staff to submit a time sheet to a supervisor for approval with the daily presence/absence status and hours worked (for OT-eligible staff). HRI is required to pay staff regardless of the status of the individual employee’s time sheet. What role does the time records approval process need to have in payroll? Can payroll run without an approved time sheet? What are the downstream implications and tools for reconciliation once the time sheet becomes finalized?

5.7.5. When time and effort certification functionality has been deployed for a client, how frequently was it certified? What challenges were encountered during implementation of the new certification process?

5.8. Audit

HRI is subject to record retention periods of 3-7 years, depending on sponsor requirements. Real-time access to records supporting financial transactions is currently an unmet need for the organization.

5.8.1. Document Retrieval- Describe how supporting documentation that is stored with a purchase order or supplier contract could be retrieved in a single batch for a particular vendor without visiting each transaction to download the documents individually. Where other clients have decided to integrate 3rd party document management software in their implementation of Workday, discuss the requirements that led them to that decision.

5.8.2. Internal Audit- HRI has an internal audit group that evaluates the risks in the organization and formulates best practices to manage risk. Describe any functionality that the firm may have helped design or configure in prior engagements to support the activities or efforts of an internal auditor. Include any general compliance tools or tools developed for subrecipient monitoring.

5.9. Subcontracting

HRI issues hundreds of subrecipient agreements annually to non-profit, for-profit, foreign and municipal entities that are cost-reimbursable in nature. Each subrecipient submits a categorical budget with expenses across 8 categories. Sponsor rules govern how much a subrecipient can over-expend in any given category. Monitoring of subrecipient activity and expenditures is considered a priority given the risk of disallowances under these agreements. It has been recommended that a Supplier Contract be configured for subrecipient agreements; however, it is still unclear from our understanding of the software whether a template budget structure can be imposed on the supplier contract such that every subrecipient supplier contract has the same budget categories, and associated categorical invoices draw down from each budget category.

5.9.1. Does the firm have experience architecting a solution for subrecipient monitoring? Explain the configuration needed to accomplish standardization of the supplier contract that allows us to establish and monitor subrecipients budgets. Describe how the user can control the automated numbering of such agreements.

5.9.2. Suppliers- HRI works with hospitals and academic institutions that have several independent organizations acting under a common tax identification number. How can Workday's supplier file handle these types of affiliated entities? Does it treat them as separate suppliers, and if so, how could the related records be connected when needed?

5.9.3. Suppliers- Can the system allow uploads of documents related to each supplier? Are there any limits to the size or number of uploads on a supplier?

5.9.4. Supplier Invoices- How are ACH or check payment preferences signaled for payments to be processed in accordance with vendor preference? How would the system support the business requirement of holding an invoice for a specific contract if a certain supplier contract criterion is not met?

5.9.5. Budget Controls- Is there budget-checking functionality available within the supplier contract that would prevent invoices from being paid for more than what was budgeted in the category of expense? Conversely, would the system allow payments that exceeded the budget category for the expense if a sponsor allowed some flexibility?

5.9.6. Custom Fields- Can suppliers and supplier contracts be configured such that they track additional fields with attributes of the contract that can be added and titled as needed? Is there a limit to the number and types of fields that can be added? (See Attachment B for types of custom fields required by HRI.) Can business rules be placed on a custom field? Please provide examples.

5.9.7. Attachments- Can the supplier contract retain attachments related to each contract? Are there limitations to the size, file format or number of uploaded documents?

5.9.8. Subrecipient Invoicing- How could external partners such as subrecipients be engaged to submit invoices such that they are read into the Workday application for review, approval, and payment?

5.9.9. Modifications- Could the supplier contract track any changes such that prior versions of approved supplier contract are preserved with a complete transactional audit trail? Could invoices be paid against the supplier contract while a change to a supplier contract was in progress?

5.9.10. Audit- Subrecipients are a particular type of supplier that are frequently reviewed by internal audit staff of HRI. Currently several external spreadsheets are used to maintain the results of subrecipient desk audits or other reviews performed by HRI staff. Describe an approach to incorporating metadata about the supplier into the Workday environment. Include how it could flag or impose a hold on issuing payment to a particular vendor or on a specific contract with a vendor until conditions are met.

6. Cost Proposal

The bidder must submit a completed and signed Attachment D- Cost Proposal. The Cost Proposal shall comply with the format and content requirements as detailed in this document. Failure to comply with format and content requirements may result in disqualifications.

The Cost Proposal must be submitted separately from the Technical Proposal.

7. Administrative Requirements

7.1. Questions and Answer Period

HRI will respond to clarifying questions received by prospective bidders before the question deadline indicated in the schedule of events on the cover page of this RFP. Written responses to the questions will be released on or about the date indicated in the schedule of events and published on HRI's public website at: https://www.healthresearch.org/funding-opportunities/ .

All questions must be submitted in writing to:

hri-eo-2022-01@healthresearch.org

To the degree possible, each inquiry should cite the RFP section and paragraph to which it refers. Written questions will be accepted until the date posted on the cover of this RFP.

Prospective bidders should note that all requests for clarification and exceptions, including those relating to the terms and conditions of the contract, are to be raised prior to the submission of a proposal.

7.2. How to File a Proposal

All proposals shall be submitted in their native format (Excel) or searchable PDF documents as directed at the File Drop Off box site established for this RFP (https://hri.app.box.com/f/cee19c11870040b59ecf822e7fb5578b). Proposal must be submitted by the date indicated in the schedule of events on the cover page of this RFP. Components of a complete proposal include **all** of the following files:

- Attachment A Functional Requirements (Excel)
- Attachment C Bidder's Identifying Information (searchable PDF)
- Attachment D Cost Proposal (Excel)
- Narrative Technical Proposal Responding to Section 5 of RFP (searchable PDF)

Late proposals will not be considered. Proposals will not be accepted in person or via fax or email.

7.3. HRI's Reserved Rights

HRI may:

1. Reject any or all proposals received in response to this RFP.
2. Withdraw the RFP at any time, at HRI's sole discretion.
3. Make an award under the RFP in whole or in part.
4. Disqualify any bidder whose conduct and/or proposal fails to conform to the requirements of the RFP.
5. Seek clarifications and revisions of proposals.
6. Use proposal information obtained through site visits, management interviews and HRI's investigation of a bidder's qualifications, experience, ability or financial standing, and any material or information submitted by the bidder in response to the agency's request for clarifying information in the course of evaluation and/or selection under the RFP.

7. Prior to application opening, amend the RFP specifications to correct errors or oversights, or to supply additional information, as it becomes available.

8. Prior to proposal opening, direct bidders to submit proposal modifications addressing subsequent RFP amendments.

9. Change any of the scheduled dates.

10. Waive any requirements that are not material.

11. Award more than one contract resulting from this RFP.

12. Conduct contract negotiations with the next responsible bidder, should HRI be unsuccessful in negotiating with the selected bidder.

13. Utilize any and all ideas submitted with the proposals received.

14. Unless otherwise specified in the RFP, every offer is firm and not revocable for a period of 120 days from the bid opening.

15. Waive or modify minor irregularities in proposals received after prior notification to the bidder.

16. Require clarification at any time during the procurement process and/or require correction of arithmetic or other apparent errors for the purpose of assuring a full and complete understanding of an offeror's proposal and/or to determine an offeror's compliance with the requirements of the RFP.

17. Negotiate with successful bidders within the scope of the RFP in the best interests of HRI.

18. Eliminate any mandatory, non-material specifications that cannot be complied with by all bidders.

19. Award contracts based on geographic or regional considerations to serve the best interests of HRI.

7.4. Term of Contract

Any contract resulting from this RFP will be effective only upon approval by Health Research, Inc.

7.5. Payment Methods

7.1.1. The contractor shall submit invoices and required reports to:

Elizabeth Wood
Health Research, Inc.
150 Broadway, Suite 280
Menands, NY 12204-2719
Elizabeth.wood@healthresearch.org

7.1.2. The contractor shall submit bi-weekly project updates in a format prescribed by HRI. All payment and reporting requirements will be detailed in Exhibit C of the final contract.

7.6. General Specifications

1. By signing the "Bidder's Identifying Information" form, each bidder attests to its express authority to sign on behalf of the bidder.

2. Contractor will possess, at no cost to HRI, all qualifications, licenses and permits to engage in the required business as may be required within the jurisdiction where the work specified is to be performed. Workers to be employed in the performance of this contract will possess the qualifications, training, licenses and permits as may be required within such jurisdiction.

3. Submission of a proposal indicates the bidder's acceptance of all conditions and terms contained in this RFP, including the terms and conditions of the contract. Any exceptions allowed by HRI during the Question-and-Answer Phase must be clearly noted in a cover letter attached to the proposal.

4. A bidder may be disqualified from receiving awards if such bidder or any subsidiary, affiliate, partner, officer, agent, or principal thereof, or anyone in its employ, has previously failed to perform satisfactorily in connection with public bidding or contracts.

5. Provisions Upon Default

   a. The services to be performed by the Bidder shall be always subject to the direction and control of HRI as to all matters arising in connection with or relating to the contract resulting from this RFP.

b. If the Bidder, through any cause, fails to perform any of the terms, covenants or promises of any contract resulting from this RFP, HRI shall thereupon have the right to terminate the contract by giving notice in writing of the fact and date of such termination to the Bidder.

6. Bidder must maintain an active registration in the System for Award Management (SAM) at SAM.gov and have no exclusions or delinquent federal debt.

8. Selection Process

Should HRI purchase the Workday solution based on written responses to this RFP, the selection process for a Workday Services partner will be as follows:

1. All proposals received by the due date will be reviewed for compliance with the mandatory requirements in Section 2 of this RFP.

2. Any bidders failing to propose a Workday implementation will be disqualified from further consideration.

3. All bids meeting minimum mandatory requirements will be sent to a committee to conduct an evaluation of the technical merit of the proposals in accordance with the evaluation criteria.

4. The top three (3) vendors identified during the evaluation will proceed to an additional level of due diligence verification that may include:

    i. Follow-up questions
    ii. On-site demonstrations
    iii. Reference checking

5. At any point in time a Vendor may be excluded from further consideration.

6. At the conclusion of all HRI's evaluation activities, finalist vendors will be scored in the following three categories, and the highest scorer will be offered a contract.

    i. Cost (40%)
    ii. Merit of technical response (60%)

HRI makes no guarantees or representations that any award will be made and reserves the right to cancel this solicitation for any reason, including:

1. Changes in the scope of work or services to be provided.
2. Withholding the award of contract(s).
3. Procurement by any other means.

4. Termination of the RFP process.

Attachments

Attachment A- Functional Requirements (to be returned with bid)
Attachment B- Additional Custom Fields Required
Attachment C- Bidder's Identifying Information (to be returned with bid)
Attachment D- Cost Proposal (to be returned with bid)
Attachment E- HRI Boilerplate Agreement
Attachment F- Workday Platform Scope Definition